

**EAST AYRSHIRE**

**COMMUNITY PLANNING PARTNERSHIP BOARD: 23 SEPTEMBER 2010**

**COMMUNITY PLAN FOUR-YEARLY REVIEW: STAGE 2**

**Report by the Chief Executive, East Ayrshire Council**

**1. PURPOSE**

- 1.1 To update the Community Planning Partnership Board on Stage 2 of the Community Plan Four-yearly Review.

**2. BACKGROUND**

- 2.1 Community Planning Partners have given a commitment to carrying out a review of the Community Plan and related thematic Action Plans on a four-yearly basis. The current Review requires to be carried out over 2010/11 to ensure that an updated Community Plan and revised set of Action Plans are ready for full implementation by 1 April 2011.
- 2.2 In addition, to ensure structures continue to be 'fit for purpose', it was agreed that a review of operating arrangements and structures for Community Planning should also take place.
- 2.3 A three-stage review process has been agreed, summarised as follows:

**Stage 1 – January – June 2010**

- Review of the Community Plan, including the Vision, Aims, Aspirations, Strategic Priorities and themes. In addition, a review of local and national policy direction and Community Planning operating arrangements and structures will be carried out. **Completed**

**Stage 2 – July – December 2010**

- Preparation of an updated Community Planning Review Supplement, the development of new thematic Action Plans and a review of the Fairer Scotland Fund. **In progress**

**Stage 3 – January – March 2011**

- Formal endorsement of the Community Planning Review Supplement and thematic Action Plans. Single Outcome Agreement updated.

**3. COMMUNITY PLAN FOUR-YEARLY REVIEW: STAGE 2**

- 3.1 In East Ayrshire, the Community Plan Four-yearly Review has been identified as the process through which the high level Strategic Priorities and Local Outcomes and, subsequently, the associated workstreams/activity and actions, will be identified.

## **Outcome Based Planning**

- 3.2 The Scottish Government and local government share an ambition for outcome based planning and the delivery of public services in Scotland. That ambition is expressed in the historic Concordat of November 2007 and in the successful development and agreement of Single Outcome Agreements (SOAs). This ambition is shared by Community Planning Partners, as evidenced by the development of a Community Planning Partnership SOA in East Ayrshire from the outset.
- 3.3 The move to an outcome based approach for public services began with the agreement of SOAs between the Scottish Government, Councils and ultimately all Community Planning Partnerships. However, this was only the start of a fundamental change in how we require to think and work. The guiding principle of the Scottish Government and Audit Scotland in this change process is that, both nationally and locally, we should be clear about the outcomes which our communities need and then review and align our arrangements to ensure that they are fit for purpose to support the delivery of those outcomes.
- 3.4 The current economic climate has sharpened this focus further, highlighting the need to ensure that the resources of public services are directed at improving outcomes for local communities and this was further reiterated in the recent Beveridge Report which concluded that “there is a need to move towards a more outcome based approach to public service management and to improve the quality, availability of and application of evaluation, monitoring and reporting data and information to outcomes across the public sector in order to ensure that resources are applied to full benefit”.
- 3.5 ‘Improving public sector efficiency’ published by Audit Scotland in February 2010 concludes that public bodies need to build on the achievements in improving efficiency to date “by taking a more fundamental approach to identifying priorities, improving the productivity of public services, and improving collaboration and joint working”. The report highlights that difficult decisions will require to be made about what services are delivered and how.
- 3.6 It further highlights that the public sector requires to take a more fundamental approach to making efficiency savings, while continuing to deliver quality services which meet the needs of communities, and that this approach should include:
- improving productivity, efficiency and outcomes;
  - priority-based budgeting and spending; and
  - better collaboration and joint working.
- 3.7 An outcome based approach to budgeting and spending allows consideration of competing priorities and decisions to be taken on where resources should be targeted, and should be underpinned by a process which demonstrates clear links between outcomes, budgets and service performance.
- 3.8 The report emphasises the need for strong leadership in this process and the importance of senior people, including Elected Members and Board Members, being involved in strategic planning, in particular where difficult decisions require to be made around reshaping services.

- 3.9 The principles identified for public sector reform highlight the need for an outcome based approach which builds on the investments made by public bodies in Community Planning.

#### **Four-Yearly Review**

- 3.10 Within the context detailed above, the Community Plan Four-yearly Review provides the opportunity for Community Planning Partners to adopt an outcome based approach to strategic planning. The jointly agreed set of Strategic Priorities and associated Local Outcomes for 2011-2015, agreed by the Community Planning Partnership Board on 24 June 2010, provides the framework against which outcome based planning can be implemented.
- 3.11 **Stage 2 of the Review Process** will see a significant change to Community Plan Action Plans, which will be developed to explicitly demonstrate delivery against the agreed Strategic Priorities and Local Outcomes. It will comprise detailed work by Lead Officers, Action Plan Working Groups and key stakeholders, including relevant senior staff, to identify key workstreams/activity and actions, which will achieve the Local Outcomes.
- 3.12 Importantly, Stage 2 of the Review Process also requires to identify current activity which is **not** key to achieving the Local Outcomes and addressing the Strategic Priorities and which, consequently, has the potential to no longer be resourced.

#### **Thematic Seminars**

- 3.13 Four thematic seminars have been convened to initiate the process. The seminars were workshop based and set the context for the use of the principles of outcome based planning to demonstrate the linkages between outputs, actions, outcomes and the agreed Strategic Priorities.
- 3.14 In addition to attending the thematic seminar, participants and key stakeholders will require to participate in short term sub-groups through September/October 2010 to refine the workstreams and activity, develop related actions and finalise the Action Plans.
- 3.15 A key task for the sub-group members will be the identification of current workstreams/activity and associated actions, which are **not essential** to achieving the Local Outcomes and which, consequently, should no longer be resourced.
- 3.16 Draft Action Plans will require to be finalised by the end of November 2010. Overall responsibility for co-ordinating the development of the new Action Plans will rest with Community Plan thematic Action Plan Lead Officers.

#### **Impact Assessment**

- 3.17 As the Action Plans are developed, arrangements have been put in place to fulfil the statutory duties in respect of both Strategic Environmental Assessment (SEA) and Equality Impact Assessment (EQIA).
- 3.18 As actions are identified, consideration will be given to:
- the potential environmental impacts/impacts on equality groups of each action;

- alternative actions which have no negative impacts or which have more positive impacts on the environment and equality groups; or
- how the negative environmental impacts or impacts on equality groups might be mitigated for actions where there are no alternatives.

#### **4. CHIEF OFFICERS' DEVELOPMENT SEMINAR**

4.1 To date, Partners have made six strategic commitments, as follows:

- shared services with shared management arrangements;
- shared premises;
- rationalisation of plans and structures;
- joint consultation and engagement;
- joint training; and
- joint information sharing.

4.2 As part of the Community Plan Four-yearly Review, consideration requires to be given to the commitments which will be necessary to driving forward the strategic agenda over the period 2011-15.

4.3 In particular, as agreed at the Chief Officers' Seminar of 19 January 2010, a focus on demonstrating impact across partnership activity is required.

4.4 It is proposed, therefore, that a Chief Officers' Seminar be convened in December 2010 to consider joint/shared commitments for the future.

#### **5. RECOMMENDATIONS**

5.1 The Community Planning Partnership Board is requested to:

- i) note the progress in respect of Stage 2 of the Community Plan Four-yearly Review;
- ii) ensure the involvement of relevant staff in the development of the new Action Plans;
- iii) agree the proposal to convene a Chief Officers' Seminar in December 2010 to consider what shared commitments will be necessary to driving forward the strategic agenda over the period 2011-15; and
- iv) otherwise note the content of the report.

**Fiona Lees**  
**Chief Executive**  
**East Ayrshire Council**  
**6 September 2010**