



**EAST AYRSHIRE  
COMMUNITY PLANNING PARTNERSHIP**

**SINGLE OUTCOME AGREEMENT  
2011 – 2014**

**Draft: 14 March 2011**

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**Annex 1: Area Profile**

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# 1. INTRODUCTION

## 1. COMMUNITY PLANNING IN EAST AYRSHIRE: 'ONE COUNCIL, ONE PLAN'

1.1 The East Ayrshire Community Plan is recognised by all Community Planning Partners as the sovereign strategic planning document for the delivery of public services in East Ayrshire. The Plan covers 12 years from 2003 to 2015 and sets out the overall vision for the local area as follows:

*“East Ayrshire will be a place with strong, vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people’s needs.”*

Recognising the principle of 'One Council, One Plan', the Council has adopted the Community Plan as its Corporate Plan.

1.2 The adoption of the Community Plan as the strategic planning mechanism signals the commitment of the Partners to partnership working through the Community Planning process and ensures:

- clarity of purpose and strategic direction;
- a clear and common basis for partnership working;
- a framework for achievement;
- a basis for rationalising the strategic landscape; and
- a focus for co-ordinated action.

1.3 Consequently, East Ayrshire Council and its Planning Partners took a collective view from the outset that a Community Planning Partnership Single Outcome Agreement (SOA) would be developed for the local area, covering the three-year period from 1 April 2008 to 31 March 2011.

1.4 As part of Partners' commitment to ongoing review, it was agreed that the SOA, which required to be updated for implementation from 1 April 2011, would be reviewed and developed in the context of the Four-yearly Review of the Community Plan being progressed in 2010/11 to ensure alignment with identified and agreed strategic priorities and high level local outcomes. The Community Planning Partnership Single Outcome Agreement (SOA) 2011-2014, developed as part of the Four-yearly Review, underpins the Community Plan and provides a robust performance management framework ensuring effective links to the national outcomes.

1.5 In East Ayrshire, the SOA is seen as a management tool which will allow the Community Planning Partnership (CPP) to:

- further improve the quality of life across our communities;
- deliver better outcomes for local people;
- secure opportunities for reducing bureaucracy;
- make more efficient use of our resources;
- make a difference by removing barriers to improved service delivery; and
- identify areas for improvement.

- 1.6 The opportunity to review and develop our SOA on an ongoing basis, with joint accountability for delivery shared with the Scottish Government, is welcomed by Community Planning Partners in East Ayrshire. Based on the fifteen key national outcomes agreed in the November 2007 Concordat, and under a common framework of local outcomes to take account of local priorities, the updated three year East Ayrshire Community Planning Partnership SOA will be implemented from 1 April 2011.
- 1.7 This updated SOA continues to be based on the East Ayrshire Community Plan and key plans of the Community Planning Partners, which reflects fully the National Guidance issued on 31 October 2008.

## **2. SINGLE OUTCOME AGREEMENT**

### **2. PURPOSE OF THE SINGLE OUTCOME AGREEMENT**

- 2.1 The Concordat agreement between the Scottish Government and the Convention of Scottish Local Authorities (COSLA) in 2007 significantly changed the relationship between central and local government. The agreement, built on joint accountability, provides more local flexibility in the way we spend the financial settlement received from the Scottish Government, achieved largely through a move away from ring-fenced funding. This provides greater opportunities for the Partnership to develop effective policies and approaches which work in local circumstances.
- 2.2 In addition, the Concordat sets a new context for policy development and a commitment to an outcomes focused approach to the planning and delivery of local services, based on the National Performance Framework but with flexibility to reflect priority outcomes around particular local needs.
- 2.3 The Concordat required the development of Single Outcome Agreements, which outline the strategic priorities for each local authority area, expressed as local outcomes. From the outset in 2008/09, all Community Planning Partners in East Ayrshire were fully involved in developing and agreeing our Community Planning Partnership SOA, reinforcing the CPP as the key mechanism for delivering outcomes for communities.
- 2.4 Our SOA sets out how the identified local outcomes will help support the Scottish Government's fifteen national outcomes, while taking account of local priorities and provides the performance management framework for the Community Plan. Through the Concordat, East Ayrshire Community Planning Partners are committed to supporting progress at national level, through improvement in outcomes at a local level.
- 2.5 Although the move to an outcomes based approach for public services began with the agreement of SOAs, this was only the start of a fundamental change in how we require to think and work. As we move forward, we need to be clear about the outcomes which our communities require and ensure that our arrangements support the delivery of these outcomes. The current economic climate has sharpened this focus further, highlighting the need to ensure that the reduced level of resources available to us as public services is directed at achieving real and lasting benefits for people and communities. Importantly, this approach minimises

the time and resources spent on activity which does not support the achievement of our identified outcomes.

- 2.6 The work of Community Planning Partnerships and their commitment to delivering an outcomes focused approach as set out in Single Outcome Agreements is the key mechanism for delivering change at local level. East Ayrshire Community Planning Partnership remains committed to the process.

### **3. SCOPE OF THE SINGLE OUTCOME AGREEMENT**

- 3.1 East Ayrshire's three-year SOA, which is subject to review on an annual basis, builds on the strategic priorities of the Community Plan, including those delivered by the public sector and the services delivered on behalf of the Partnership by the voluntary and community sectors.

#### **Legislative Basis**

- 3.2 Community Planning is enshrined in legislation through the Local Government in Scotland Act 2003, which places a statutory duty on Councils to lead and facilitate Community Planning, with a corresponding duty on a range of public sector agencies to participate in local community planning processes, namely:

- East Ayrshire Council
- Strathclyde Police
- NHS Ayrshire and Arran
- Strathclyde Fire and Rescue
- Scottish Enterprise
- Strathclyde Partnership for Transport.

- 3.3 The Act has three main elements:

- a Duty of Community Planning, ensuring long term commitment to effective partnership working with communities and between Partners;
- a Duty of Best Value, ensuring continuous improvement in the delivery of services; and
- a Power to Advance Well-being, enabling the local authority to work with its Partners in a more innovative and creative way in responding to the needs of communities.

- 3.4 East Ayrshire Community Planning Partnership's SOA is founded upon Section 20 of the Local Government in Scotland Act 2003, which sets out the Council's general power to advance well-being for its area and persons within that area. This general power is also supported with Statutory Guidance issued under Section 21 of the Act and general guidance issued in support of the November 2007 Concordat.

#### **Four Yearly Review of the Community Plan**

- 3.5 Wide ranging consultation and engagement with communities, partners and key stakeholders, undertaken during the comprehensive Community Plan Four-yearly Review in 2010/11 has informed the preparation of an updated Community Plan and revised set of Action Plans for full implementation by 1 April 2011. The

Community Planning Partnership Single Outcome Agreement 2011-14, developed as part of the Four-yearly Review, underpins the Community Plan and provides a robust performance management framework, ensuring effective links to the national outcomes.

### **Guiding Principles**

3.6 We work in partnership with the community, the voluntary sector and all relevant partners to plan and deliver high quality, local services which are accessible and meet people's needs. We routinely review our policies, practices and structures to ensure that we deliver continuous improvement and best value. The Community Plan Guiding Principles, reviewed and amended as part of the 2010/11 Four-yearly Review, underpin all of our activity and ensure that we work in a way which:

- promotes equality of opportunity, social justice and social inclusion;
  - ensures effective community engagement in the planning and development of local services;
  - ensures quality and accessibility;
  - builds sustainability into what we do;
  - delivers continuous improvement and best value while improving efficiency and productivity; and
  - promotes early intervention in the delivery of services.
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- **Equality of Opportunity:** The work of the Community Planning Partnership is underpinned by a commitment to equality of opportunity, social justice and social inclusion. We will continue to pursue an 'equalities' agenda which ensures that the needs of all residents are taken into account and are committed to promoting equality duties within our partnership working and improving the position of everyone who is currently disadvantaged or excluded from opportunities.
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- **Effective community engagement:** We recognise that the involvement of local people in making decisions about their local area and East Ayrshire as a whole, and in shaping the development and delivery of the services which impact on their lives, is essential. Robust systems are in place to promote and support the involvement of local people in decision making at both the strategic and local levels, including Local Community Planning Forums, the Federations of Community Groups, the Equalities Forum and Equalities Networks and the Children and Young People's Forum. The application of the National Standards for Community Engagement across all community engagement activity ensures an effective approach.
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- **Quality and Accessibility:** We are committed to ensuring that the people of East Ayrshire have access to high quality, accessible services. This involves working together and listening to the people who use our services when planning, developing and delivering them. East Ayrshire's policy of co-locating services is highly regarded as an efficient use of resources and an effective means of ensuring a 'one stop' approach to the complex issues facing many of our residents, and is a good example of our commitment to ensuring that services are accessible. In addition, collaboration between different agencies and professionals helps deliver seamless, joined-up services for the public and improved integration allows a better response to the wide ranging needs of

particular groups, such as children and young people, disabled people and people with learning disabilities, and older people, than working within traditional professional and organisational silos. Effective partnership working at all levels through Community Planning is fundamental to taking such an integrated approach.

- **Sustainability:** The Community Plan has provided the strategic context for the delivery of sustainable development with the principles of sustainability at the heart of its Vision. To achieve this, it is essential that we balance carefully achieving long term positive impacts for our communities and the local economy against the social and environmental consequences of the services we provide.
- **Continuous Improvement and Best Value:** While we are proud of our successes to date, we are not complacent and are committed to learning from our experiences of joint working and building on our achievements to ensure continuous improvement. The established review processes for Community Planning allow Partners, communities and key stakeholders to reflect on what is working and what is not, and to identify priorities and challenges for the way forward. We have set challenging Local Outcomes against which to measure progress through all of the activity of Community Planning Partners over the longer term. There are robust systems in place through the Single Outcome Agreement to allow us to measure our performance in delivering them and, most importantly, to let the people of East Ayrshire judge how well we are doing, both year on year and over the life of the Community Plan.
- **Early Intervention:** We have always known that the earliest years of life are crucial to a child's development. The purpose of an Early Intervention approach is to work in partnership to improve outcomes for children, young people, adults and families who are very likely to experience difficulties and to break the intergenerational cycle of problems in the long-term. Our focus on early years and early intervention requires a longer-term shift to focusing on the causes rather than symptoms within cycles of challenge. Investment in prevention and early intervention, for example through parenting and nurturing services, will reduce the demand on specialist services, reducing costs in the long-term.

3.7 To date, the East Ayrshire Community Planning Partnership has agreed six strategic commitments. Building on the success of partnership working, Partners have agreed that our current range of strategic commitments remain relevant, as follows:

- **Shared services with shared management arrangements:** much progress has been made through working together to better plan, develop and jointly deliver local services – an increased focus will be given over 2011-15 to exploring further shared management arrangements.
- **Shared premises** across East Ayrshire have ensured improved access to a range of public services – further opportunities for co-location will be considered as we move forward.
- **Rationalisation of plans and structures:** opportunities have been taken to rationalise and reduce the number of plans and strategies developed - ensuring that the Community Plan is the sovereign strategic planning document for East Ayrshire encompassing local, regional and national priorities will be a continued focus of our attention.

- **Joint consultation and engagement:** decision-making in the public sector in East Ayrshire has benefited greatly from the active engagement of communities and we can highlight tangible examples of comprehensive and meaningful engagement with local communities – we will continue to ensure that our systems and structures ensure an effective and co-ordinated approach to local consultation and engagement.
- **Joint training:** some progress has been made in providing joint training opportunities across Partner agencies - Partners have recognised this as an area where the Partnership should provide an increased focus over 2011-15 to avoid duplication of activity and maximise resources.
- **Joint information sharing:** significant progress has been made in this regard with a range of information sharing protocols in place – we will ensure that information sharing at all levels continues to be robust.

### Key Themes

3.8 During 2008, in recognition of changing national priorities such as the move to a Community Planning Partnership Single Outcome Agreement, and the resulting need to streamline reporting arrangements, the Community Planning Partnership agreed to radically review and rationalise the existing thematic Action Plans as part of the Mid Term Review of Community Planning. As a consequence of the Four-yearly Review, the Partnership agreed to move from six thematic Action Plans to four, as follows:

- Promoting Lifelong Learning
- Delivering Community Regeneration
- Improving Community Safety
- Improving Health and Wellbeing.

3.9 Early in 2010, we worked with our communities, our partners and other key stakeholders to identify local priorities for the four year period from 2011-2015. Everyone agreed that the key themes listed above should continue to be the focus of effort by Community Planning Partners and, under each of these themes, identified Strategic Priorities and key Local Outcomes, which are detailed as follows:

### Promoting Lifelong Learning

<b>Strategic Priorities</b>	<ul style="list-style-type: none"> <li>• Improving educational/skills attainment and achievement, and ensuring our young people are properly prepared for the world of work</li> <li>• Increasing the capacity of the local workforce</li> </ul>
<b>Local Outcomes</b>	<ul style="list-style-type: none"> <li>• Literacy and numeracy skills for children, young people and adults improved</li> <li>• Positive and sustained destinations for learners improved</li> <li>• Community capacity, spirit and cohesion developed</li> </ul>



## Delivering Community Regeneration

<b>Strategic Priorities</b>	<ul style="list-style-type: none"> <li>Increasing the capacity of the local workforce and ensuring our young people are properly prepared for the world of work</li> <li>Promoting economic and community regeneration, and protecting and sustaining our environment</li> </ul>
<b>Local Outcomes</b>	<ul style="list-style-type: none"> <li>Our town centres and villages sustainably regenerated</li> <li>Local economy improved</li> <li>Skills development and employability improved</li> <li>Leisure, culture and tourism potential promoted and developed</li> <li>Connectivity and local transport solutions improved</li> <li>Sustainable and affordable housing solutions delivered</li> <li>The natural environment protected, conserved and enhanced, and the negative effects of climate change mitigated</li> </ul>

## Improving Community Safety

<b>Strategic Priorities</b>	<ul style="list-style-type: none"> <li>Improving community safety in neighbourhoods and homes, and protecting our most vulnerable individuals and families</li> </ul>
<b>Local Outcomes</b>	<ul style="list-style-type: none"> <li>Crime and anti-social behaviour tackled, and the fear of crime and anti-social behaviour reduced</li> <li>Preventative and diversionary activity delivered</li> <li>Community safety in neighbourhoods and homes improved</li> <li>Protection of children and the safety of vulnerable adults, individuals and families promoted</li> </ul>

## Improving Health and Wellbeing

<b>Strategic Priorities</b>	<ul style="list-style-type: none"> <li>Improving physical and mental health, wellbeing and care, and reducing health inequalities</li> </ul>
<b>Local Outcomes</b>	<ul style="list-style-type: none"> <li>Active, healthy lifestyles and positive behaviour change promoted</li> <li>Alcohol and drug related harm reduced</li> <li>Impact of multiple deprivation and poverty on the health and wellbeing of the most vulnerable individuals and communities addressed</li> <li>Older people, vulnerable adults and their carers supported, included and empowered to live the healthiest life possible</li> <li>Children and young people, including those in early years and their carers, assisted to be active, healthy, nurtured and included</li> </ul>

3.10 The development of the SOA for 2011-2014 builds on the results of the wide ranging consultation and engagement with Communities, Partners and other key stakeholders, carried out as part of the 2010/11 Four-yearly Review process. The results have reconfirmed the relevance of priorities set for East Ayrshire. The SOA provides Community Planning Partners in East Ayrshire with opportunities to:

- further maximise benefits from partnership working;
- deliver continuous improvement based on clear and shared objectives;
- demonstrate better ways of measuring and reporting on our performance; and
- reflect progress and impact across communities.

## SOA links to other strategic plans

- 3.11 The mainstream core activity of individual organisations is detailed within the range of Partner Agency strategic documents and service plans, all linked to the overarching Community Plan. Within the framework of Community Planning, further opportunities to integrate services to ensure the maximum benefit for service users are afforded through a range of other local and national strategies and plans linked to the SOA, including:
- Children and Young People's Service Plan
  - East Ayrshire Local Development Plan
  - East Ayrshire Council Local Housing Strategy
  - East Ayrshire Transport Strategy
  - Curriculum for Excellence
  - Your Health We're in it together – Primary Care Strategy for Ayrshire and Arran
  - Child Health Strategy for Ayrshire and Arran
  - Towards a Mentally Flourishing Ayrshire and Arran
  - Reshaping Care for Older People
  - National Dementia Strategy
  - Road to Recovery.
- 3.12 Community Planning Partners in East Ayrshire are committed to tackling poverty and the significant inequalities which cut across our local communities. The three joint Scottish Government/COSLA social policy frameworks, ('Achieving our Potential', the national framework to tackle poverty and income inequality in Scotland; the Early Years Framework; and Equally Well, the report of the Ministerial Task Force on Health Inequality), and 'Getting it right for every child' (GIRFEC), which provides the delivery framework for all services and agencies working with children and families, alongside 'Equal Communities in a Fairer Scotland', provide the strategic framework for tackling the long standing inequalities that exist in Scotland through collaborative working and early interventions. This approach is consistent with the priorities for action identified within the East Ayrshire Community Planning/SOA process.
- 3.13 The Scottish Government's Economic Strategy is focused on stimulating growth in Scotland's long term economic potential. The Government's Economic Recovery Plan, developed through an ongoing dialogue with Scotland's businesses, academics, community groups and individuals, together with partners in local government and the third sector sets out the approach to bringing about economic recovery and growth. East Ayrshire Community Planning Partnership provides the robust partnership approach between public sector organisations, the community and the business and voluntary sectors required to support business growth and ensure that everyone has the opportunity to work, improve their skills and make a positive contribution to communities; and ensure progress towards the key national outcome in the National Performance Framework: *'We realise our full economic potential with more and better employment opportunities for our people'*.
- 3.14 Single Outcome Agreements and the Community Planning process are the key local mechanisms for putting these frameworks into practice. Locally, activity to address the issues highlighted in these documents is taken forward through our Community Plan Action Plans, including encouraging work by removing barriers to employment; transforming the school curriculum; increasing access to green and open spaces; and addressing the misuse of alcohol.

## **4. AREA PROFILE**

- 4.1 An integrated profile of the social, economic and environmental conditions in East Ayrshire forms the basis of our SOA. The Area Profile provided at Annex 1 presents an evidence base for identifying past trends and future challenges and opportunities, and subsequently the strategic local priorities expressed as local outcomes.
- 4.2 The Area Profile takes into account the information contained in the Community Plan and the corporate and service plans of the local Partners; draws on a range of indicators which are relevant, robust and measurable, including locally relevant National Indicators; and evidences the views of communities via the Community Planning Residents' Survey.

## **5. OUTCOMES AND COMMITMENTS**

### **5. IMPROVED LOCAL OUTCOMES REFLECTING SHARED PRIORITIES**

- 5.1 The alignment of outcomes as part of the Community Plan Four-yearly Review process has provided an opportunity to rationalise and streamline the local outcomes included in our updated SOA for 2011-2014; in effect reducing the number of local outcomes by half.
- 5.2 Local outcome information, set alongside relevant plans and activities is set out at Annex 2.
- 5.3 Progress targets have initially been set for 2013/14 (recognising that circumstances will change from year to year and be accounted for in the SOA annual review process), with end targets provided, where appropriate, through which the achievement of the local outcome/s can be demonstrated. Reporting of progress is scheduled on an annual basis over the three-year period, all linked to our Public Performance reporting arrangements. In the main, quantified projections have been provided. In the cases where this has not been possible, 'direction of travel' ambition has been set out, in line with SOA guidance.
- 5.4 The annual performance report will also include progress in respect of a range of specific commitments, which the Scottish Government and local government have agreed to work towards, as follows:
- Maintaining the commitment to achieving the outcomes in the Single Outcome Agreement.
  - Freezing council tax rates at 2007/08 levels.
  - Maintaining the total number of police officers throughout 2011/12.
  - Implementing the Early Years Framework and 'A Curriculum for Excellence'.
  - Maintaining the pupil-teacher ratio in P1-P3.
  - Protecting the number of teacher posts as far as possible.
  - Developing plans in partnership with NHS Ayrshire and Arran to utilise the East Ayrshire share of the 'Change Fund', which has been established to help reshape care.

- Continuing to deliver commitments on Free Personal Care, for which payments will be updated in 2011/12.
- Continuing to work with the Scottish Government towards the implementation of the Carers and Young Carers Strategy at a local level.

5.5 In addition, the Scottish Government has committed to consider changes to teachers' pay and conditions through the Scottish Negotiating Committee for Teachers.

## **6. LOCAL CONTEXT FOR THE NATIONAL INDICATORS**

### **6. LINKS BETWEEN LOCAL AND NATIONAL OUTCOMES**

6.1 The SOA Guidance (October 2008) states that "all of the National Outcomes should be considered when preparing the SOA" by local authorities and their Community Planning Partners, and local outcomes should be linked to national outcomes.

6.2 Each of the four East Ayrshire Community Plan strategic themes has been linked to the Scottish Government's 5 Strategic Objectives and its fifteen national outcomes as set out in Table 1. National Outcome 15: *'Our public services are high quality, continually improving, efficient and responsive to people's needs'* is seen as cross cutting across all our Community Planning themes and local core services.

**Table 1: Links between Local Community Planning Themes and National Outcomes and Strategic Objectives**

East Ayrshire Community Planning Theme / Local Core Service	National Outcome	Scottish Government Strategic Objective
Promoting Lifelong Learning	3. We are better educated, more skilled and more successful, renowned for our research and innovation. 4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens. 8. We have improved the life chances for children, young people and families at risk. 11. We have strong, resilient and supportive communities where people take responsibility for their actions and how they affect others	Smarter
Delivering Community Regeneration	1. We live in a Scotland that is the most attractive place for doing business in Europe. 2. We realise our full economic potential with more and better employment opportunities for our people. 3. We are better educated, more skilled and more successful, renowned for our research and innovation. 4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens. 8. We have improved the life chances for children, young people and families at risk. 10. We live in well-designed, sustainable places where we are able to access the amenities and services we need. 12. We value and enjoy our built and natural environment and protect it and enhance it for future generations. 13. We take pride in a strong, fair and inclusive national identity. 14. We reduce the local and global environmental impact of our consumption and production.	Wealthier and Fairer Smarter Greener
Improving Community Safety	8. We have improved the life chances for children, young people and families at risk. 9. We live our lives safe from crime, disorder and danger.	Safer and Stronger
Improving Health and Wellbeing	5. Our children have the best start in life and are ready to succeed. 6. We live longer, healthier lives. 7. We have tackled the significant inequalities in Scottish society. 11. We have strong, resilient and supportive communities where people take responsibility for their actions and how they affect others	Healthier Wealthier and Fairer Smarter

**Note:** National Outcome 15: is seen as cross cutting across all our Community Planning themes and local core services.

## **7. GOVERNANCE AND SCRUTINY ARRANGEMENTS**

### **7. GOVERNANCE AND SCRUTINY ARRANGEMENTS**

- 7.1 The Community Planning Partnership (CPP) Board comprises representation at chief executive level (or equivalent) from the Core Partner organisations and community representation from the Federations of Community Groups. Chaired by the Council Leader, the Board sets the strategic direction for Community Planning in East Ayrshire and ensures effective partnership working. In addition, planning and decision making are influenced both strategically and locally by four Local Community Planning Forums, the Children and Young People's Forum and the Equalities Forum.
- 7.2 Effective corporate governance and scrutiny is assured through the Council's Cabinet, and Governance and Scrutiny Committee, the Boards of individual Partner agencies and the CPP Board. Decisions are reported to Partner agencies through their representatives on the CPP Board and supporting CPP structures. Representatives of the Federations of Community Groups participate in the CPP Board and are fully involved in decision making, with responsibility for cascading information to their members, and affiliated community and voluntary groups.
- 7.3 As grant recipient for funds allocated under the auspices of Community Planning, the Council has established robust and proper monitoring arrangements to ensure and demonstrate that funds are spent appropriately. Elected members have a scrutiny role in respect of these funds. Funding allocated to initiatives led by Partners is subject to the relevant agency's monitoring and scrutiny arrangements, with overall review and scrutiny undertaken by the CPP Board.
- 7.4 East Ayrshire's SOA has been endorsed by all Community Planning Partner agencies individually, and signed off both by the Council's Cabinet and the CPP Board.
- 7.5 As per the advice note, issued by the Scottish Government on 5 February 2009, in respect of 'Governance and Accountability for SOAs', in signing up to the SOA, Community Planning Partners are:
- signing up to the whole SOA, not selected parts of it;
  - adopting the SOA as a formal corporate commitment of the Council or Board;
  - giving a commitment to support the delivery of the SOA in all possible ways compatible with their duties and responsibilities; and
  - willing to review their pre-existing structures, processes and resource deployments to optimise delivery of outcomes.
- 7.6 Management arrangements and systems will ensure that the East Ayrshire CPP will monitor, measure and review progress in taking forward the SOA. Through our accredited Public Performance Reporting arrangements, we will meet the timescales for reporting progress to communities, the CPP Board and the Scottish Government.

## **8. ONGOING DEVELOPMENT OF THE SOA**

### **8. ONGOING DEVELOPMENT OF THE SOA AND CONTINUOUS IMPROVEMENT**

- 8.1 As identified at the outset, the Council and its Community Planning Partners in East Ayrshire agreed to have a joint SOA in place from 1 April 2008.
- 8.2 Over 2010/11, the comprehensive Four-yearly Review of the Community Plan provided an opportunity to review and update our SOA with a range of key stakeholders, including staff of Partner agencies, elected members and community and voluntary sectors.
- 8.3 This has allowed the CPP to re-align local priorities, timed to coincide with the end of the 2008-2011 SOA implementation. In addition, the conclusion at March 2011 of the 2010/11 Four-yearly Review of the Community Plan coincides with the end of the Scottish Spending Review 2007. This timing has provided a further opportunity to review local and national priorities and statutory plans to ensure alignment against national strategic aims and objectives in place at this time.
- 8.4 Effective community engagement lies at the heart of the Community Planning process in East Ayrshire and building the capacity of community representatives on the CPP Board, Local Community Planning Forums and the Federations of Community Groups is fundamental to ensuring embedded and sustained community ownership of the SOA. In addition, the support provided to the Children and Young People's Forum and Equalities Forum, and engagement with East Ayrshire Tenants and Residents Federation, is essential in ensuring effective community engagement in the overall process.
- 8.5 The Federations of Community Groups continue to systematically be involved in the ongoing development of the SOA through their participation in the CPP Board.
- 8.6 In respect of the voluntary sector, work is being taken forward in East Ayrshire to further develop the relationships between the third sector, the Local Authority and the Community Planning Partnership, which will further strengthen the third sector's role in delivering our SOA. This work is facilitated through the involvement of a range of third sector organisations actively involved in the Community Plan Action Plan Working Groups and the Local Community Planning Forums. In addition, work is ongoing to ensure appropriate Third Sector Interface with the CPP.
- 8.7 In terms of identifying the main health issues and prioritising our efforts locally, we have introduced a new and dynamic structure for our Community Health Partnership (CHP) in East Ayrshire which is fully integrated with our Community Planning arrangements, enabling us to share intelligence with partners, including East Ayrshire Council, NHS Ayrshire and Arran and the voluntary and community sectors and plan together to improve local health issues. In particular, the CHP focuses on 'Shifting the Balance of Care', tackling health inequalities and improving the health and wellbeing of our local residents, which will contribute to the delivery of our SOA.
- 8.8 Partners are committed to ensuring continuous improvement and progress against the relevant outcomes will be subject to review by the CPP Board, the Council's Cabinet and Partner Agency Boards. Consequently, action will be taken to ensure

that opportunities continue to be taken forward to progress required activity through the Community Plan thematic Action Plans and relevant Service Plans.

- 8.9 In addition, opportunities will continue to be afforded to a range of partners from agencies, and community and voluntary sectors, as appropriate, to contribute to the continuous assessment process.
- 8.10 By continually reviewing our SOA in respect of efficiency, effectiveness and flexibility, change can be managed effectively and will allow us to focus our aims, priorities and performance, all to the benefit of our local communities.

### **Outcome Based Planning**

- 8.11 The Scottish Government and local government share an ambition for outcome based planning and the delivery of public services in Scotland. The current economic climate has sharpened this focus, highlighting the need to ensure that the resources of public services are directed at improving outcomes for local communities.
- 8.12 The Community Plan Four-yearly Review has provided an opportunity for Community Planning Partners to advance the development of the SOA and adopt an outcomes focused approach to strategic planning. The jointly agreed Strategic Priorities and associated Local Outcomes for 2011-2015 agreed by the CPP Board provide a framework against which outcome based strategic planning can be implemented.
- 8.13 The Community Plan Action Plans which have been developed to explicitly demonstrate delivery against the agreed Strategic Priorities and Local Outcomes, link directly to the development of our three year SOA for implementation from 1 April 2011.
- 8.14 However, the current financial climate and the one-year budget settlement make robust forward planning difficult. Consequently, although the Action Plans have projected outputs for the four year period from 2011-2015, the Plans will be flexible and dynamic documents which will evolve and grow, reflecting the reality of our local circumstances as we go forward.

### **Equalities Agenda**

- 8.15 The work of the Community Planning Partnership is underpinned by a commitment to equality of opportunity, social justice and social inclusion. We will continue to pursue an 'equalities' agenda which ensures that the needs of all residents are taken into account irrespective of disability, gender, ethnic origin, sexual orientation, age, religion or economic circumstances.
- 8.16 Partners recognise that there are substantial differences between communities, groups and individuals and the opportunities they enjoy in respect of health, employment, education, learning, safety and quality of their local environment. We are committed to promoting equality duties within our partnership working and improving the position of everyone who is currently disadvantaged or excluded from opportunities. Target groups include older people, carers, ethnic minorities, people with a disability and women, particularly with regard to domestic abuse.



## 9. LOCAL CHALLENGES

### 9. LOCAL CHALLENGES

#### Financial Climate

9.1 In April 2009, Scotland officially entered the deepest recession since the 1930s. What began as a crisis within the global financial services sector extended to affect households and businesses across the world, and has presented key challenges both nationally and locally, including:

- a £1.3 billion reduction in the public sector budget in Scotland for 2010/11;
- greater calls on the public purse to support individuals in the economic downturn, such as people who have lost their jobs; and
- less private sector funding to partner economic development and regeneration activity.

9.2 Going forward, the expected decrease in the Scottish Government's budget of 11.3 per cent (£3.3 billion) in real terms between 2010/11 and 2014/15 will present Partners with a significant challenge. The focus of the Community Planning Partnership will be to continue to respond in a planned, measured and innovative way to the challenges presented by greatly reduced resources and sustaining and improving the services that are most valued by our communities.

9.3 East Ayrshire enjoys a high quality environment with Partners providing excellent services, including health, education, social, cultural and leisure services, and there is a strong community spirit in the towns, villages and neighbourhoods across the area. Much has been achieved since 2003 when the Community Plan was first launched and we can demonstrate significant success through partnership working. We have a firm foundation on which to build but we recognise that there is still much to address if we are to achieve the vision for East Ayrshire. Detailed below are the key challenges facing us as we move forward, which are relevant to the Scottish Government's fifteen national outcomes.

- **Sustainable Economic Growth:** Developing the economy and achieving sustainable economic growth are key priorities for Partners in East Ayrshire. Community Planning Partners are committed to developing the economy as a whole, with a particular focus on inward investment, local business nurture and wider economic regeneration. Regenerating our towns and villages is seen as an essential component contributing to sustainable economic growth. Any reduction in effort in these areas is likely to result in local economic challenges persisting for longer than they otherwise might.
- **Employment:** In East Ayrshire, where pre-recession unemployment levels were above the Scottish average, claimant count unemployment has increased further. Unemployment is likely to continue to rise as businesses continue to feel the impact of the economic challenges they have been facing. In this regard, a particular challenge will be to minimise the effects on young people aged 16-24 years of early disengagement from the labour market. Within education, our efforts and available resources are directed at providing sustained destinations for our young people by strengthening the links between education and learning, and employability.

- **Changing Demographics:** East Ayrshire's population is ageing significantly, with the local working age population projected to fall between 2008 and 2033 compared with increase across Scotland. In addition, it is estimated that the proportion of those of pensionable age will increase. This will present a range of challenges to Partners, which will increase the pressure on partner budgets, particularly those for health and social care.
- **Health and Health Inequalities:** Within East Ayrshire, we recognise that the most important factor in tackling health and wellbeing and, in particular, in reducing health inequalities, is ensuring that partners are working together. We can only make a positive impact on health through the sustained efforts of all partners. There is evidence to suggest that the biggest challenge for Scotland and East Ayrshire is the need to tackle health inequalities and close the gap between the most and least deprived communities.
- **Poverty and Deprivation:** There are sharp contrasts in the prosperity of communities across East Ayrshire, with some experiencing significant deprivation while others are relatively affluent. The challenge for Partners, therefore, is to provide high quality services for all, while specifically targeting additional resources in our most disadvantaged communities with a view to closing the opportunity gap between them and the least disadvantaged communities.
- **Financial Inclusion:** Recognising the adverse effect which the current economic climate and planned changes to the welfare system will have on the financial position of many individuals and their families in the longer term, we are committed to tackling poverty, maximising income and promoting Financial Inclusion. The challenge will be improving provision of Financial Inclusion support by ensuring maximum, co-ordinated effort through further strengthening collaborative working arrangements.
- **Connectivity:** The challenge in terms of transport infrastructure is to build on the good transport connections which we currently have and develop an integrated and sustainable transport system to further improve accessibility to town centres, particularly Kilmarnock, and the road and rail links between East Ayrshire communities and beyond. In recognition of the economic importance of external transport links, work will continue to plan and implement improvements to the strategic transport infrastructure.
- **Support for community groups:** It is clear that a number of community and voluntary groups operating in our communities have the vision and enthusiasm to pursue a range of projects but may lack the capacity to take them forward. In a move towards community resilience, the challenge will be to build on existing arrangements in respect of community support and to facilitate community groups to plan, fund and manage appropriate projects/services, through which the benefit to community assets could be considerable.

9.4 The challenges we face are accounted for in our SOA and we will work with the Scottish Government to address and meet these, as we contribute to the delivery of the fifteen national outcomes. More detailed information in respect of local relevance and priority set alongside the national outcomes is provided at Annex 2, adopting the National Outcome Template as part of the SOA Guidance issued in October 2008.

## 10. RISK MANAGEMENT ARRANGEMENTS

### 10. RISK MANAGEMENT ARRANGEMENTS

- 10.1 In line with Scottish Government guidance and expectations, we have developed a Community Planning SOA, which encompasses the priorities of the area as set out in our Community Plan, while contributing to the achievement of expected national outcomes.
- 10.2 Fundamental to the SOA process is the shared commitment from the Scottish Government, East Ayrshire Council and its Community Planning Partners that the SOA will continue to be developed on an ongoing basis.
- 10.3 The identification of local outcomes and associated activity to address local need in East Ayrshire, within the context of the fifteen national outcomes, is integral to the development process for the SOA.
- 10.4 Within East Ayrshire, our commitment to joint working and the effectiveness of our systems for developing jointly agreed priorities are evidenced in a range of independent audit and inspection reports. We are confident, therefore, that we have done everything possible at this stage in the process to mitigate risk.
- 10.5 Identified and potential risks arising from our SOA have been taken forward into our Community Planning Risk Register. The Register highlights issues to be addressed by Planning Partners and is a standing agenda item at CPP Board and Joint Officers' Group meetings.
- 10.6 In partnership with the Scottish Government, we can combine our efforts to manage risks reasonably and responsibly, and provide overall added value by balancing risks, costs and benefits – all focused and limited to the real risks faced by all parties to the SOA.

**Table 2: Identified and potential risks arising from our updated SOA**

No.	Risk	Mitigation Comment
	<b><i>On the SOA Generally:</i></b>	
1.	That only the Council is accountable for delivering outcomes to service users.	All Core Community Planning Partners have signed up to the Single Outcome Agreement.  The Community Planning Partnership Board will review progress routinely to ensure effective progress is being made.
2.	Increased level of Council/Partner accountability, over and above, the SOA.	The Community Planning Partnership Board will continue to consider all requests for enhanced/increased reporting and guard against increased levels of reporting.
	<b><i>On SOA Financial Aspects:</i></b>	
3.	The Council's and Partner Agencies' funding packages are inadequate to deliver the range of specific commitments.	The Community Planning Partnership Board will review progress on an annual basis and make amendments, where required.

		In addition, the Board will ensure that agreed strategic priorities inform partner agencies financial planning cycles.
4.	The Council's and Partner Agencies' ability to continue to provide sustainable services in relation to the economic downturn and reducing budgets.	The Community Planning Partnership Board will review progress on an annual basis and make amendments, where required.  In addition, the Board will ensure that agreed strategic priorities link to partner agencies financial planning cycles.
	<b><i>On SOA Performance Reporting:</i></b>	
5.	The Council and CP Partners are expected to deliver continuous improvement on national outcomes.	The Community Planning Partnership Board will ensure routine reporting of progress against agreed national outcomes and initiate an improvement agenda, where required.
6.	That reliable/useful data sets at local level are available within the required SOA reporting timescales.	The Community Planning Partnership Board will 'lobby' to ensure a consistent and relevant data set remains available at both national/local levels.

## **11. PERFORMANCE MANAGEMENT**

### **11. PERFORMANCE MANAGEMENT SYSTEM**

- 11.1 The Concordat highlights that the Scottish Government will work with local government on a new performance reporting system, designed to provide regular, timely and transparent reporting to the Scottish Government on progress against the national outcomes, and to local communities on progress against related local outcomes.
- 11.2 A report setting out achievements, endorsed by Community Planning Partners, will require to be submitted to the Scottish Government for the year just ended. The report will set out progress achieved against the SOA and provide details on our plans for the year ahead.
- 11.3 Where appropriate, actions will be identified in respect of areas for improvement in the Community Planning/SOA Annual Performance Report and remedial action taken forward to facilitate the achievement of the local outcomes in our three year SOA by March 2014.
- 11.4 During 2010/11, work has been taken forward to align and streamline Community Planning /SOA reporting arrangements. Going forward, we will continue to look at areas to further align and streamline our Community Planning arrangements.

## **12. PUBLIC PERFORMANCE REPORTING**

### **12. REPORTING ON PROGRESS TO THE SCOTTISH GOVERNMENT, STAKEHOLDERS AND COMMUNITIES**

- 12.1 Community Planning Partners will continue to review and report on performance on an annual basis, in particular through the Single Outcome Agreement, which in East Ayrshire acts as the performance monitoring framework for the Community Plan. Through this process, progress and changing circumstances can be considered. Links will be made to a formal review of the four-year thematic Action Plans at the mid-point of the 2011-15 programme to be completed by March 2013.
- 12.2 The ongoing development of the SOA provides East Ayrshire's Community Planning Partners with an opportunity to report jointly on a focused range of service delivery performance measures, which will be welcomed by local people. It will complement and assist in compiling our annual record of achievements and outcomes, as we take forward and publish our periodic Public Performance Report on Community Planning attainment.
- 12.3 The end of March 2015 will see the conclusion of the current Community Plan. Work will be driven forward over 2014/15 to ensure the development of a visionary plan which will meet the needs of our communities to 2030.

**14 March 2011**