



**EAST AYRSHIRE
COMMUNITY PLANNING PARTNERSHIP**

**SINGLE OUTCOME AGREEMENT
2008 – 2011**

Introductory Text

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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. It articulates clearly that Partners are committed to achieving – *“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 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.
- 1.3 This timescale links well with the first review of the Community Plan and related Action Plans. In 2003, Partners gave a commitment to carrying out a review on a four-yearly basis to ensure that the Community Plan continues to be ‘fit for purpose’; and a revised set of Action Plans (2007-2011) was effective from 1 April 2007. The timescale also links well with Scottish Spending Review 2007 (SSR 2007), which also runs from 1 April 2008 to 31 March 2011.
- 1.4 In East Ayrshire, the SOA is seen as a management tool that will allow the Community Planning Partnership 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.
- 1.5 The opportunity to develop our SOA, with joint accountability for delivery shared with the Scottish Government, is welcomed by Community Planning Partners in East Ayrshire. Based on the 15 key national outcomes agreed in the November 2007 Concordat linked to SSR 2007, and under a common framework of local outcomes to take account of local priorities, the East Ayrshire Community Planning Partnership SOA has been in effect from 1 April 2008.
- 1.6 This updated Community Planning Partnership SOA 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 developed and agreed jointly by COSLA and the Scottish Government is regarded as a statement of joint intent, built on joint accountability.

It sets out a new working relationship between the Scottish Government and local government, based on mutual respect and partnership. In addition, it underpins the funding due to be provided to local government over the three years, 2008/09 to 2010/11.

- 2.2 Central to the Concordat, and to ensure a more streamlined approach to external scrutiny and effective performance management, it is the Scottish Government's intention that a Single Outcome Agreement be developed between the Government and each local authority area, based on the agreed set of national outcomes, underpinned by a range of national indicators. Through the Concordat, Councils are committed to supporting progress at national level, through improvement in outcomes at a local level.
- 2.3 The new working relationship is supported by a package of measures, again endorsed by the Scottish Government and COSLA. Both parties believe that the process will lead, over time, to significant benefits for users of local services across Scotland. East Ayrshire Community Planning Partnership commits to the process.
- 2.4 East Ayrshire's SOA sets out the outcomes that Community Planning Partners, either individually or jointly, are seeking to achieve. Our intended outcomes reflect local needs, circumstances and priorities; and they are relevant to the national outcomes agreed in the Concordat.
- 2.5 The Scottish Government has taken account of the major contribution that local government and Community Planning Partners have made, and continue to make, to its 5 strategic objectives and associated 15 national outcomes. In addition, the Concordat provides Councils and Community Planning Partners with a range of benefits, including:
 - **reductions in ring-fencing of funding streams:** a considerable number of specific grants have been rolled up and included in the annual local government grant settlement;
 - **reductions in bureaucracy:** the extent of monitoring and reporting currently required of local government by the Scottish Government is to be rationalised and reduced;
 - **specified set of commitments:** local authorities agree to deliver on a specified set of commitments from within the grant settlement;
 - **retention of efficiency savings:** local authorities will be able to retain their efficiency savings to re-distribute to priority service areas; and
 - **greater opportunities for partnership working:** the Scottish Government and Local Government, through COSLA, will work together to develop policy in areas where local government has a key interest.

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 The 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.

Guiding Principles

- 3.5 To ensure that the Community Planning process is consistent and continues to meet the needs of everyone living in East Ayrshire, Partners are committed to working in a way which ensures that they:
- promote social justice and social inclusion;
 - ensure effective community engagement in the planning and development of local services;
 - succeed in joint working and engaging people;
 - ensure quality and accessibility;
 - build sustainability into what we do; and
 - deliver continuous improvement and best value.

Shared Commitments

- 3.6 To date, the East Ayrshire Community Planning Partnership has agreed six strategic commitments, as follows:
- shared services;
 - co-located shared premises / management;
 - rationalisation of plans, strategies and structures;

- joint consultation and engagement;
- joint training; and
- joint information sharing, including joint monitoring and evaluation.

Key Themes

3.7 The key themes of the Community Plan are:

- Promoting Community Learning
- Improving Opportunities
- Improving Community Safety
- Improving Health
- Eliminating Poverty
- Improving the Environment.

3.8 Each theme has an associated four-year Action Plan, setting out the joint activity aimed at tackling the issues affecting our communities. The key focus is on the delivery of tangible actions, which through partnership working, make a difference in the communities across East Ayrshire.

3.9 In the context of changing national priorities, such as the move to a Community Planning Partnership SOA, and the consequent requirement to facilitate reporting arrangements, the Community Planning Partnership Board considered it timely to radically review the thematic Action Plans, and consider how they could potentially be rationalised as part of the mid-term review.

3.10 The new Action Plans will be developed by Lead Officers and the Community Plan Action Plan Working Groups, comprising a range of stakeholders from the public, community and voluntary sectors. The new Plans which will be presented for endorsement to the CPP Board in March 2009 for implementation from 1 April 2009, are as follows:

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

3.11 The development of the SOA builds on the results of the wide ranging consultation and engagement with Communities, Partners and other key stakeholders, carried out as part of the four-yearly review of our Community Plan and more recently as part of the mid-term review of the Action Plans. 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

3.12 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:

- Integrated Children's Service Plan
- East Ayrshire Local Plan
- East Ayrshire Council Local Housing Plan
- East Ayrshire Transport Strategy
- Curriculum for Excellence
- Better Health, Better Care Action Plan
- Joint Futures arrangements for Health and Social Care.

In addition, in view of the recommendations arising from the independent review of Free Personal and Nursing Care in Scotland (a Report by Lord Sutherland, April 2008), work is being progressed by the East Ayrshire Joint Futures Partnership to move from the current well established arrangements under the Joint Performance Information and Assessment Framework to the new SOA approach.

We are fully committed to the implementation of the National Outcomes Framework for Community Care, in line with the Scottish Government Guidance, as demonstrated at National Outcome 11.

3.13 Community Planning Partners in East Ayrshire are committed to tackling poverty and the significant inequalities which cut across our local communities. 'Achieving our Potential', the Scottish Government's Framework to tackle poverty and income inequality in Scotland, together with the Early Years Framework and Equally Well, the report of the Ministerial Task Force on Health Inequality, provides the Government's approach on how to tackle the root causes of poverty and income inequality locally through collaborative working and early interventions. This approach is consistent with the priorities for action identified within the East Ayrshire Community Planning/SOA process.

3.14 The Early Years Framework sets out a significant challenge for all partners linked to transformational change. The transformational change anticipated by the Scottish Government and COSLA has ten elements. The Framework has no associated additional resources and it is recognised that there will require to be a radical look at reprioritising existing resources. The challenge of shifting resources to both working with and prioritising work with younger children and intervening earlier is significant, and will require both structural and transformational change across services and agencies.

3.15 Finally, while we are not a test site for 'Equally Well' in East Ayrshire, we recognise the importance of the Equally Well Implementation Plan and are considering how this will add further value to our work locally.

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 Local outcome information, set alongside relevant plans and activities, and specific commitments and actions agreed by Community Planning Partners and the Scottish Government, is also set out at Annex 2 and 3 respectively.
- 5.2 Progress targets have initially been set for 2010/11 (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.
- 5.3 The annual performance report will also include progress in respect of the twelve specified Concordat Commitments, which the Scottish Government and local government have agreed to work towards, as follows:
- Freezing council tax rates at 2007/08 levels.
 - Making an additional 1,000 police officers available in communities.
 - Introduction of the Small Business Bonus Scheme.
 - Improving the learning experience for children and young people by improving the fabric of schools and nurseries; developing and delivering 'A Curriculum for Excellence'; and, as quickly as possible, reducing class sizes in P1 to P3 to a maximum of 18 and improving early years provision with access to a teacher for every pre-school child.
 - Expanding pre-school provision and making substantial progress towards a 50% increase in pre-school entitlement for 3 and 4 year olds.
 - Free school meals - providing nutritious free school meals for all P1 to P3 pupils from August 2010.
 - Extending entitlement to free school meals to all primary and secondary pupils of families in receipt of maximum child tax credit and maximum working tax credit from August 2009.

- Vocational education/skills - working in partnership with colleges, local employers and others as appropriate to give more school pupils opportunities to experience vocational learning.
- Kinship care – providing allowances for kinship carers of ‘looked after children’ to treat them on an equivalent basis to foster carers.
- Improving care home quality through care home fees and the quality framework.
- Free personal care – increasing current standard payment levels in line with inflation from April 2008 and allowance for subsequent years.
- Carers’ support – progress towards delivering 10,000 extra respite weeks per annum at home or in care homes.

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 six East Ayrshire Community Plan strategic themes has been linked to the Scottish Government’s 5 Strategic Objectives and its 15 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.
- 6.3 In the context of high level priorities, the national and local outcomes which are most relevant to the investment of the Fairer Scotland Fund are identified in the SOA Templates at Annex 2.

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 Community Learning / Education Services	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. 5. Our children have the best start in life and are ready to succeed. 8. We have improved the life chances for children, young people and families at risk.	Smarter
Improving Opportunities	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. 13. We take pride in a strong, fair and inclusive national identity.	Wealthier and Fairer
Improving Community Safety	5. Our children have the best start in life and are ready to succeed. 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. 11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	Safer and Stronger
Improving Health	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.	Healthier Wealthier and Fairer
Eliminating Poverty	5. Our children have the best start in life and are ready to succeed. 7. We have tackled the significant inequalities in Scottish society. 8. We have improved the life chances for children, young people and families at risk.	Wealthier and Fairer Smarter
Improving the Environment	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. 14. We reduce the local and global environmental impact of our consumption and production.	Greener Wealthier and Fairer

Note: National Outcome 15: is seen as cross cutting across all our Community Planning themes and local core services.
Please note that Community Planning themes will change from 1 April 2009.

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 the four new 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 The East Ayrshire 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 supporting 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

- 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 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 newly established Children and Young People's Forum and Equalities Forum will be essential in ensuring effective community engagement in the overall process.
- 8.3 The Federations of Community Groups have been systematically involved in the ongoing development of the SOA through their participation in the CPP Board. In April 2008, information on the draft SOA was presented to project representatives and key stakeholders as part of the Fairer Scotland Fund briefings. In addition, a dedicated SOA briefing and engagement meeting was convened in May 2008 with a range of National and Local Voluntary Organisations, with agreement for an ongoing discussion in respect of continued robust engagement.
- 8.4 Our third mid-term review of the Community Plan Action Plans, due in March 2009, has provided an opportunity to review the SOA with a range of key stakeholders, including Partners and community and voluntary organisations. This will allow the CPP to consider any need to re-align local priorities, timed to coincide with the end of the first year of SOA implementation. In addition, the second four-yearly review of the Community Plan, due in March 2011, coincides with the end of SSR 2007. This timing will provide a further opportunity to review local and national priorities and statutory plans to ensure alignment against national strategic aims and objectives in place at that time.
- 8.5 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.
- 8.6 We have recently reviewed and revised our Community Health Partnership (CHP) structure in East Ayrshire, which allows us to better plan and work collaboratively with our partners from NHS Ayrshire and Arran, and the voluntary and community sectors to address local health issues. In particular, the CHP will focus on Shifting the Balance of Care, tackling health inequalities and improving the health and well-being of our local residents, which will contribute to the delivery of our SOA.

Equalities Agenda

- 8.7 When taking its work forward, the CPP 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. 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

9.1 Much has been achieved in East Ayrshire since 2003, when the Community Plan was first launched. The Community Planning Partnership has demonstrated success through partnership working. We have a firm foundation on which to build, whilst recognising that there is still much to address if we are to achieve the vision for East Ayrshire. The challenges for East Ayrshire, which are relevant to the Scottish Government's 15 National Outcomes include:

- **population in decline:** East Ayrshire's population has been shown in recent years to be both declining and ageing – this trend will continue;
- **protecting children:** the number of children in need of protection as a result of addiction and/or domestic abuse issues in the family has increased significantly over the last 5 years. The challenge is to further develop an integrated approach to preventing abuse of children in relation to this whilst at the same time address the issues of addiction and domestic abuse within the family;
- **health inequalities:** 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;
- **the economy:** Partners are committed to developing the economy as a whole, with a particular focus on business and industry as well as maximising opportunities available to East Ayrshire in terms of its natural and built environment, its heritage and culture and its location in relation to regional assets, such as areas of business growth and new jobs. Regenerating our towns and villages is seen as an essential component if we are to strengthen and grow our local economy;
- **transport connections:** the challenge in respect of transport is to develop an integrated and sustainable transport system to further improve accessibility to town centres, and road and rail links between East Ayrshire communities and beyond; and
- **poverty and deprivation:** East Ayrshire as a whole has significantly higher levels of poverty than the Scottish average, with sharp contrasts in the prosperity of communities across the local authority area. Again, we need to close the gap between the most and least deprived communities.

9.2 In particular, the impact of the recent economic downturn in East Ayrshire has been principally in businesses located within the Council area, but where the ownership and strategic management decisions are taken elsewhere, either on a national or an international basis. The manufacturing industry within East Ayrshire has been significantly affected with over 300 job losses announced in the first two months of 2009. Regrettably, it is anticipated that there will be a continuation of this trend as the recessionary period continues and deepens, which will also have an effect on

employment as well as an impact on local services. In this regard, we will ensure that we contribute fully to the delivery of the Scottish Government's 6-point Economic Recovery Plan. Specific work includes:

- providing assistance to support the continued trading position of existing business;
- working with the Scottish Government, Scottish Enterprise, the Business Gateway and other agencies to maximise support packages to support existing and start-up businesses; and
- working with Jobcentre Plus, the local colleges and a range of local providers to deliver assistance and support to individuals to enhance skills development and employability prospects, both with existing employment and in seeking future employment.

9.3 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 15 national outcomes. More detailed information in respect of local relevance and priority set alongside the national outcomes is set out in Annex 2, adopting the revised 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, whilst contributing to the achievement of expected national outcomes.
- 10.2 There is a potential risk for all Councils and Community Planning Partnerships, inherent in establishing a new framework, that the SOA being devised will not suitably balance the achievement of local and national priorities. Fundamental to the SOA process, therefore, is the shared commitment from the Scottish Government, East Ayrshire Council and its Community Planning Partners that the SOA will be developed over time.
- 10.3 The identification of local outcomes and associated activity to address local need in East Ayrshire, within the context of the 15 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 (refer to Table 2) arising from our updated 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
	<i>On the SOA Generally:</i>	
1.	That only the Council is accountable for delivering outcomes to service users.	The Scottish Government needs to help Council and Partners deliver the SOA's outcomes.
2.	'Creeping' levels of Council / Partner accountability around the SOA.	We will monitor and guard against this risk.
	<i>On SOA Financial Aspects:</i>	
3.	The Council's and Partner Agencies' funding packages are inadequate to deliver the Concordat's '12 specified set of commitments' (many are uncostered).	We need to cost and consider the full implementation of the Concordat specified set of commitments. There may require to be re-prioritisation and re-alignment.
4.	The Council's and Partners Agencies' ability to continue to provide sustainable services in relation to the economic downturn and reducing budgets.	There may require to be re-prioritisation and re-alignment.
	<i>On SOA Performance Reporting:</i>	
5.	The Council and CP Partners are expected to deliver continuous improvement on national outcomes.	Can only be achieved with rigorous prioritisation – the SOA process must acknowledge this.
6.	That reliable/useful data sets at local level are available within the required SOA reporting timescales.	Can only be achieved jointly through Councils/CP Partners/Professional Organisations/Office of the Chief Statistician/Analytical Services Division.

11. PERFORMANCE MANAGEMENT

11. NEW 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 The SOA Annex 3 accompanying this document sets out, against each National Outcome, the areas of Scottish Government support considered necessary to assist East Ayrshire to deliver our joint responsibilities set out in the Concordat.

- 11.3 A report setting out achievements, endorsed by Community Planning Partners, will require to be submitted to the Scottish Government, for the year just ended, commencing in September 2009. The report will set out progress achieved against the SOA, with updates as required, and provide details on our plans for the year ahead. An interim report (for 2008/09 only) is required by the end of April 2009.
- 11.4 In view of the importance of being able to report quickly and accurately on the performance achievement against the SOA, a new IT-based Performance Management System is being developed to gather and produce the Council's and Partner Agency performance data. Partner Agency data will be managed through a system of secure portals, integral to the new system.

12. PUBLIC PERFORMANCE REPORTING

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

- 12.1 Community Planning Partners will review and report on SOA performance on an annual basis, through which progress and changing circumstances can be considered. This will be linked to a formal review of the four-year thematic Action Plans at the mid-point of the current programme, scheduled for March 2009. In addition, the commitment to review the Community Plan on a four-yearly basis remains, with the next formal review scheduled for March 2011. This timescale is consistent with the completion of the three years period of the SOA, linked to SSR 2007.
- 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.

18 February 2009