



**EAST AYRSHIRE
COMMUNITY PLANNING PARTNERSHIP**

DRAFT

SINGLE OUTCOME AGREEMENT

20 March 2008

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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 have taken a collective view from the outset that a Community Planning Single Outcome Agreement (SOA) will 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 is determined to proceed with its wider SOA, effective from 1 April 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 will set out the outcomes that Community Planning Partners 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 SOA builds on the strategic priorities of the Community Plan, including those delivered by the public sector and the services delivered by the partnership through 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 Wellbeing, 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 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. The results 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.

4. GOVERNANCE AND SCRUTINY ARRANGEMENTS

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- 4.1 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.
- 4.2 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.
- 4.3 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.

- 4.4 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.
- 4.5 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.

5. ONGOING DEVELOPMENT OF THE SOA

5. TRANSITIONAL ARRANGEMENTS

- 5.1 As identified at the outset, the Council and its Community Planning Partners in East Ayrshire have agreed to have a joint draft SOA in place for 1 April 2008.
- 5.2 Between 1 April and 30 June 2008, we will further develop our draft SOA in line with agreed joint arrangements and due process.
- 5.3 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 Person's Forum and Equalities Forum will be essential in ensuring effective community engagement in the overall process.
- 5.4 Our third mid-term review of the Community Plan Action Plans, due in March 2009, will provide 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.
- 5.5 During the period April to June 2008, we will have a further opportunity to refine our local indicators and targets, from which we will measure progress towards our local outcomes. In particular, we will require to interpret the national 'HEAT' (Health, Efficiency, Access and Treatment) targets included in the 'Better Health Better Care' Action Plan (and inserted into our SOA template), all with a view to reducing the national targets down to key strategic identified local health priorities and targets for East Ayrshire.

6. LOCAL CONTEXT FOR THE NATIONAL INDICATORS

6. LINKS BETWEEN LOCAL AND NATIONAL OUTCOMES

- 6.1 The SOA Guidance (February 2008) states that “all national outcomes should be considered 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 have 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.

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	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	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.

7. LOCAL CHALLENGES

7. LOCAL CHALLENGES

7.1 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.

7.2 The challenges we face are accounted for in our draft 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 Appendix 1, adopting the National Outcome Template as part of the SOA Guidance Note.

8. OUTCOMES AND COMMITMENTS

8. IMPROVED LOCAL OUTCOMES REFLECTING SHARED PRIORITIES

- 8.1 Local outcome information, set alongside specific commitments and actions agreed by Community Planning Partners and the Scottish Government is also set out at Appendix 1.
- 8.2 Targets have initially been set for 2011, with progress reporting scheduled on an annual basis over the three-year period, all linked to our Public Performance reporting arrangements. Further work will be taken forward between 1 April and 30 June 2008 to fix annual projections against which progress can be measured against baseline data.

9. RISK MANAGEMENT ARRANGEMENTS

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- 9.1 In line with Scottish Government 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.
- 9.2 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.
- 9.3 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.
- 9.4 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.
- 9.5 Identified and potential risks (refer to Table 2) arising from our draft 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.

Table 2: Identified and potential risks arising from our draft SOA

No.	Risk	Mitigation Comment
<i>On the SOA Generally:</i>		
1.	The SOA is a one sided agreement - Council accountable.	We see the SOA as having joint accountability: Scot Gov / Cncl / CPP.
2.	That only the Council is accountable for delivering outcomes to service users.	The Scot Govn needs to help Council & Partners deliver the SOA's outcomes.
3.	'Creeping' levels of Council / Partner accountability around the SOA.	We will monitor and guard against.
4.	That the public sector activity can only influence outcomes, not deliver them.	Only using Indicators that are robust, timely, and open to direct influence by Council & CP Partners. Necessary caveats made in SOA template.
5.	Expectation that we are required to prioritise on the basis of evidence and analysis - link Local Outcomes to National Outcomes.	We prioritise a number of outcome indicators as strategic – reflect Community Plan themes; these six become our key SOA Local Outcomes.
6.	The challenge of outcome measurement is a constraint on the SOA process.	By focusing on the key outcomes and indicators, our SOA becomes a seamless supplement to our Community Planning process.
7.	We share our SOA with the Scot Govn on 1 April 2008; Scot Govn rejects it.	No Scottish Government right to veto; it can start a process of agreement.
8.	The Scot Govn may look for consistent SOA targets for 32 councils.	The SOA is unique to each council area / CPP.
9.	The SOA may be viewed by Civil Servants as being a contract.	The Concordat and the SOA does not form a contract.
<i>On SOA Financial Aspects:</i>		
10.	Failure to deliver on parts of the SOA will come with financial penalties.	We see the SOA as a Statement of Joint Intent – no penalties.
11.	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 the full implementation of the Concordat specified set of commitments.
<i>On SOA Performance Reporting:</i>		
12.	That proper arrangements for integrating financial and performance results information do not yet exist.	Commission new IT bases performance management information system – Council and Partner Agencies.
13.	The Council and CP Partners are expected to deliver continuous improvement on national outcomes.	Can only be achieved with rigorous prioritisation – and the SOA process must acknowledge this.

10. PERFORMANCE MANAGEMENT

10. NEW PERFORMANCE MANAGEMENT SYSTEM

- 10.1 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.
- 10.2 The SOA template 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.
- 10.3 A report setting out achievements, endorsed by Community Planning Partners, will require to be submitted to the Scottish Government soon after the year end just concluded. The report will set out progress achieved against the SOA and provide details on our plans for the year ahead.
- 10.4 In view of the importance of being able to report quickly and accurately on the performance achievement against the SOA, a new web-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.

11. PUBLIC PERFORMANCE REPORTING

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

- 11.1 Community Planning Partners will review and report on SOA performance on an annual basis. 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.
- 11.2 The 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.

20 March 2008
AR/GB/JC/v5

EAST AYRSHIRE COMMUNITY PLANNING PARTNERSHIP: SINGLE OUTCOME AGREEMENT: 1 APRIL 2008 – 31 MARCH 2011

Community Planning Partners in East Ayrshire have agreed, in partnership with the Scottish Government, to develop a Community Planning Single Outcome Agreement (SOA) for the East Ayrshire area.

Accordingly, on behalf of their respective organisations, the following Planning Partners have endorsed the attached East Ayrshire Community Planning SOA.

For East Ayrshire Council

Councillor Douglas Reid
Leader of the Council
Spokesperson for Community Planning

For NHS Ayrshire and Arran

Wai-yin Hatton
Chief Executive

For Strathclyde Fire and Rescue

Fiona Lees
Chief Executive

Frank Waters
Area Commander

For Strathclyde Police

For Strathclyde Partnership for Transport

Chief Superintendent
Hamish Cormack

Ron Culley
Chief Executive

For Scottish Enterprise Ayrshire

Jim Reid
Director, Business, Skills and Place

