

Public Document Pack
**COMMUNITY PLANNING PARTNERSHIP
MANAGEMENT COMMITTEE MEETING**

22 October 2008

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held in the **OBAN FIRE STATION, OBAN** on **WEDNESDAY, 29 OCTOBER 2008** at **10:00 AM**.

AGENDA

- 1. WELCOME/APOLOGIES**
- 2. MINUTES**
CPP Management Committee 3 September 2008 (Pages 1 - 8)
- 3. MATTERS ARISING**
- 4. FAIRER SCOTLAND FUND AND THE VOLUNTARY SECTOR**
 - (a) Proposals from the Third Sector Steering Group - Brian Barker/Margaret Fyfe - Verbal
 - (b) FAB Partnership - Governance Structure and Composition - Susan Dawson (Pages 9 - 18)
 - (c) DEMO Project Update - Margaret Fyfe (Pages 19 - 20)
- 5. SINGLE OUTCOME AGREEMENT AND COMMUNITY PLANNING - Brian Barker/Eileen Wilson**
Performance Management/Monitoring Seminar (Pages 21 - 54)
- 6. EQUALITY AND HUMAN RIGHTS COMMISSION - Jennifer Swanson**
(Pages 55 - 56)
- 7. POLICE ATTENDANCE AT COMMUNITY ALARM ACTIVATIONS - Malcolm MacFadyen** (Pages 57 – 62)
- 8. BUSINESS GATEWAY UPDATE - Jane Fowler - Verbal Update**
- 9. PARTNERSHIP FEEDBACK**
Youth Focus Update – Martin Turnbull/Roanna Taylor (Pages 63 - 64)
- 10. AOCB**
 - (a) Population Growth - Encompassing Inward Migration - Lucinda Gray (Pages 65 - 66)
 - (b) HUBBUS Update - Ray McIntosh-Walley - postponed to next MC meeting
 - (c) Maximising Office Facilities - Andy Law (Pages 67 - 68)
- 11. CPP MEETING SCHEDULE 2009**(Pages 69 - 70)

**12. DATE OF NEXT MEETING: 21 JANUARY 2009 AT HIE OFFICES,
LOCHGILPHEAD**

Note: The Funding Hub will follow on from this meeting, commencing at 1.30 pm.

**MINUTES of MEETING of COMMUNITY PLANNING MANAGEMENT
COMMITTEE**
held in room JO3, Mid-Argyll Hospital, Lochgilphead on Wednesday,
3 September 2008

Present::

Raymond Park	Strathclyde Police (chair)
Eileen Wilson	Argyll and Bute Council
Nigel Stewart	Argyll and Bute Council
Brian Barker	Argyll and Bute Council
Sally Reid	Argyll and Bute Council
Malcolm MacFadyen	Argyll and Bute Council
Bill Dundas	Scottish Government Rural Payments & Inspections
Sue Gledhill	Highlands and Islands Enterprise
Alan Livingstone	Association of Argyll and Bute Community Councils
Joy Love	Scottish Executive
Brian McLeish	Scottish Executive
Douglas Cowan	Highlands and Islands Enterprise
Blair Fletcher	HITRANS
John Davidson	Islay and Jura CVS
Gordon Anderson	Strathclyde Police
Geoff Calvert	Strathclyde Fire and Rescue
Derek Leslie	NHS Highland
Andrew Campbell	Scottish Natural Heritage
Carys Wynn-Mellor	Argyll and Bute Council
Elaine Garman	NHS Highland
Glenn Heritage	Argyll and Bute Volunteer Centre
Jane Fowler	Argyll and Bute Council
John Walls	Strathclyde Passenger Transport
Janet Crook	Scottish Government Housing Investment Division

In attendance:

Sonya Thomas	Argyll and Bute Council
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Apologies:

David Price	ACVS
Kevin O'Hare	Scottish Water
Dave Duthie	HITRANS
Peter Wotherspoon	Jura I@tE
David Dowie	Scottish Government Housing and Regeneration
Ian McFadyen	Argyll and Bute Council
David Penman	Strathclyde Fire and Rescue
Alan Murray	Strathclyde Passenger Transport

ITEM	DETAIL	ACTION
1.	<p>WELCOME</p> <p>Raymond Park welcomed everyone to the meeting, noted apologies, thanked NHS Highland for the use of the meeting room then introduced and welcomed Sally Reid, Chief Executive of Argyll and Bute Council, to her first Community Planning Partnership meeting.</p>	

ITEM	DETAIL	ACTION
2.	<p>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 9TH JULY 2008</p> <p>AMENDMENTS AND ACTION POINT NOTES</p> <p>Ag item 7 Local Community Planning – 3rd paragraph should read –</p> <p>The issue of monetary support was mentioned, there is now the Fairer Scotland Fund, and Community Councils should try to receive match funding from European Money. It was pointed out that there is currently a lot of rural money available.</p> <p>This item is on the agenda for the next Management Committee meeting</p> <p>Ag item 10b) Enterprise Company Changes – 2nd paragraph should read –</p> <p>The challenges for Highlands and Islands Enterprise, set by the Scottish Government, will have to be achieved through sustainable economic growth but with support more focused on businesses with high growth potential, infrastructure and well-being.</p> <p>This item is on the agenda at the next Management Committee meeting.</p>	
3.	<p>MATTERS ARISING</p> <p>All action points are covered within this meetings with the exception of:-</p> <p>The Local Community Plan and Youth Focus up-date – these are on the agenda for the next MC meeting.</p> <p>Agenda item 12c) – Strathclyde Fire and Rescue – items for discussion at future meetings. This will be on the agenda at either the next MC or early next year.</p>	
4.	<p>PARTNERSHIP REVIEW</p> <p>The MC was looking for a general agreement that the Constitution was moving in the right direction with consensus to rationalise the current mailing list. A constructive discussion followed during which possible hurdles and the options to overcome them were discussed and debated, including specific Third Sector issues and the difficulties in Performance Management of the Single Outcome Agreement.</p> <p>Agreement was reached regarding the draft constitution and rationalising of the mailing list, with an observation that there will need to be a second mailing list within each sector group for information to be cascaded.</p>	

ITEM	DETAIL	ACTION
	<p>It was noted that the CPP needs to ensure that we have a core group and bring in expertise as and when needed, ensuring that as a group we can work together to deliver the projects, which although aren't necessary restricted to MC sector groups, the groups have links to all the strategic and operational partnerships that have a duty to deliver on the SOA.</p> <p>The housing group sector was discussed and it was noted that the Council has statutory authority for the Strategic Housing Forum, therefore the representative will need to be appropriate, although not necessary a council officer as housing has wider community issues and implications. It was agreed to review representation from this forum.</p> <p>Action Points</p> <p>Delegate mailing list agreed inline with table 5.1 in the draft constitution with the exception of 3 representatives for the 3rd Sector.</p> <p>Sally Reid, Eileen Wilson and Malcolm MacFadyen to discuss who should represent Housing Sector</p>	<p>Sally Reid Eileen Wilson Malcolm MacFadyen</p>
5.	<p>FAIRER SCOTLAND FUND AND THE VOLUNTARY SECTOR</p> <p>a) Strengthening the Third Sector Currently looking at proposals that have come forward in relation to funding. If any issues have been omitted can Partners raise them with Brian Barker. Partners agreed they were happy with the current content.</p> <p>b) Voluntary Sector Steering Group This is a short life group with a challenging but reducing remit. There has been much progress on partnership working. A draft report will be ready by the next MC. The Steering Group will welcome Partners views that can then be passed to Eileen Wilson who will circulate to all Partners. The Steering group will be submitting their proposals to the Council by the end of September The current funding for the sector is through the Fairer Scotland Fund, but it was mentioned that they could look at match funding with European Money.</p> <p>c) Final ROA Report The report marks the end of the Regeneration Outcome Agreement as it now moves into the FSF. It was felt that this has been a very good example of how community engagement has worked and the CPP is now looking at taking forward the good work.</p> <p>The CPP acknowledge all the good work that Eileen Bellshaw has done in producing the ROA annual reports. There is now the opportunity to move forward with the service becoming less of a direct deliverer and more of an enabler. Whilst there are no proposals at this stage for market testing, but factored in will be meeting and working with the 3rd sector steering group.</p>	<p>Eileen Wilson Malcolm MacFadyen</p>

ITEM	DETAIL	ACTION
	<p>Action Point – Eileen Wilson or Malcolm MacFadyen to join 3rd sector steering group</p>	
6 & 7	<p>SINGLE OUTCOME AGREEMENT AND PERFORMANCE MONITORING/MANAGEMENT.</p> <p>Partners have been asked by the Scottish Government to focus on targets and key information. As of next year government bodies will be expected to report and show how they connect and relate on a local level with the SOA. Information must flow into Community Planning and the Full Partnership, then feed back into the SOA. The CPP now has to agree what are the key indicators and how can we report that through a Performance Management system.</p> <p>Argyll and Bute Council is currently developing a Performance Management mechanism for the SOA which will involve all our Partners. The mechanism being used is a Performance Management tool called Pyramid.</p> <p>There was recently a Ministerial sign-off of this years SOA agreement, now the council is currently starting the journey for next years SOA, including Performance Management. For year two there will be wider involvement in terms of consultation and contribution. Peter Russell has already mentioned that he wants to be involved. The deadline for next years SOA agreement is the end of February 2009, for signing off at the end of May 09.</p> <p>The Community Plan, the Corporate Plan and the SOA need to be developed to work together, currently the CPP is out of kilter with the Corporate Plan and the SOA'</p> <p>The Islay and Jura CVS is currently at an early stage of entering a bid to purchase into a national database. They are requiring information from Councils and Heads of Service for information pertaining to Performance Management.</p> <p>Much discussion centred on the issues affecting the 3rd Sector and the difficulty in achieving a unified voice for the Sector. It was stressed that the CPP was not looking for one voice from the group but an authority to represent and communicate for the 3rd Sector. The 3rd Sector Steering Group is in the process of looking at a mechanism to do this and engage with communities. Communication between the 3rd Sector and the Council is beginning to occur via The Fairer Scotland Fund.</p> <p>The Scottish Government recognises four representatives from the 3rd Sector, although this is set to change as of 2011. Brian Barker suggested the 3rd Sector have three representatives, and this was agreed.</p> <p>It was also agreed that it is essential to have delegates who can represent at a strategic level and suggested that perhaps two from the voluntary sector, including one from social enterprise and one from community councils.</p> <p>It was noted that all Partners need to engage at a local level, and whilst we</p>	

ITEM	DETAIL	ACTION
	<p>need clarity on the membership of the MC, the delegate list was flexible, therefore although it was discussed halving the MC delegate list, the 3rd Sector representation should be increased.</p> <p>Representation will be discussed at the Community Councils AGM.</p> <p>It was discussed and decided to hold a SOA seminar in November, by which time everything should be brought together from the different sectors and levels, we will also have knowledge on future funding by then, and the Council's Community Engagement Strategy can be discussed as this needs to be made widely available.</p> <p>Peter Russell, the Director from the Scottish Government will be invited to the seminar.</p> <p>Action Points</p> <p>Brian Barker to contact Partner Organisations for the names and contact details of their Performance Managers with a view to arrange a meeting before the next MC meeting.</p> <p>Details of what is currently monitored to be forwarded to Eileen Wilson</p> <p>Circulate date and details of seminar in November</p>	<p>All Partners Brian Barker</p> <p>All Partners Eileen Wilson</p> <p>Sonya Thomas</p>
8.	<p>SCOTLAND'S CLIMATE CHANGE DECLARATION FOR ARGYLL AND BUTE</p> <p>Report Noted.</p>	
9.	<p>AFFORDABLE HOUSING FOR ESSENTIAL WORKERS</p> <p>This report was submitted by Gordon Anderson but is also relevant to essential workers from many partner organisations. Many have key workers who are looking to rent which creates problems with officer retention. It was agreed to remit this paper to the Housing Communities Forum for exploring in further detail.</p> <p>The list for social renting within Argyll and Bute is currently 4500, but we are currently experiencing a downturn in housing investment. There is a new potential mechanism due to start up in January 09 –</p> <p>The Firm Foundations Project, which will look at bringing back something similar to the old mid-market rents scheme, it may be possible to flag this up to help with the issue of worker retention. It was also noted that 58% of young people from Argyll choose to live and work outside the area. Currently community councils aren't represented on the Housing forum but as from 2009/10 with the new Housing Strategy they will be consulted more.</p> <p>The Local Community Plan is driven by the need for development and has taken on comments from the CPP. The development plans are renewed on</p>	

ITEM	DETAIL	ACTION
	<p>a 5 year basis and will engage more with community councils.</p> <p>Action Point – Ag item to be taken to the Housing Forum meeting in November and report back to the MC in January 2009.</p>	<p>Malcolm MacFadyen</p>
10.	<p>SMALL PRACTICE RESEARCH PROJECT</p> <p>Carried forward to next MC meeting – 29 October 2008</p>	
11.	<p>BRAND ARGYLL AND BUTE</p> <p>This project has so far been developed with the Argyll Agricultural Forum, the desire is to commission a universal, high quality “brand image” that can be used for a variety of projects and businesses, with the overall aim of promoting and marketing lifestyle, leisure and commerce throughout Argyll and Bute as an entity.</p> <p>Within the process of development the desire is to engage with stakeholders and work with Partners to remove constraints. Comments and views from Partners are welcome with thoughts of the potential benefits that this could bring for key sectors along with possible weaknesses, equality standards, relationships and logo – although not just on a local level but Scotland wide.</p> <p>It was noted that Islay currently has a brand identity for all of it’s exports and this may cause confusion, coupled with the difficult trading conditions John Davidson felt that at present it may therefore be unviable for Islay to fully embrace this initiative, although that it may be beneficial to share expertise where possible.</p> <p>Action Points Jane Fowler to take the lead in a short life steering group to include HIE, Islay Marketing Group, Dunoon and Cowal Marketing Group Visit Scotland and SNH</p> <p>Interim project up-date on the agenda for the January 2009 MC meeting</p> <p>Final project report due in May 2009</p>	<p>Jane Fowler and listed Partners</p>
12.	<p>PARTNERSHIP FEEDBACK</p> <p>a) Children’s Services Governance The report was noted.</p> <p>Action Point – A follow up report at a later date</p> <p>b) SPT – Transport Content of the SOA It has been noticed that there is patchy coverage of transport matters in</p>	

ITEM	DETAIL	ACTION
	<p>the SOA with the concern being that if there is not adequate coverage there may not be an accurate budget allocation.</p> <p>It was agreed that this is work in progress.</p> <p>Action Point – Report back to the MC at a later date</p>	<p>Brian Barker Blair Fletcher Alan Murray</p>
13.	<p>AOCB</p> <p>a) Race Equality Survey Argyll and Bute Community Health Partnership, along with other Partners, have a duty to undertake a Race Equality Survey. The possibility of sharing resources to carry out this survey was discussed. The questionnaire needs to be finalised by the end of September 2008 at an estimated cost of between £1000 - £1500, with the intention of sharing the cost. It was put to Argyll and Bute CHP to contact Hexagon for details of the focus groups. Chris Carr from Argyll and Bute Council will be able to assist chris.carr@argyll-bute.gov.uk.</p> <p>Caroline Champion NHS Highland will take the lead, with Elaine Garman, Geoff Calvert and Gordon Anderson contributing and assisting.</p> <p>An equality forum is scheduled to take place on November 28th after the CPP Full Partnership meeting.</p> <p>b) Police Attendance at Community Alarm Activations The Police are finding that they are increasing responding to care issues, from sheltered housing and the elderly solely within Argyll and Bute. This has come about if the call centre that handles the care alarm system cannot contact a carer or key holder the Police are called out to attend.</p> <p>The Police are questioning the legality of their role. It is accepted that they will attend if there is suspicion that a crime is being carried out or there is an immediate risk of life, but for the increasing instances of these call-outs they are not the most appropriate service to use.</p> <p>The question was asked as to whether there is a contract between the NHS/Housing/Social Work departments to cover attendance.</p> <p>It was noted that in other Local Authority areas there is warden support or other care packages in place, but as the council is not a provider for housing they are not responsible for the employment of wardens.</p> <p>Currently there is not a regulatory body for the providers of care provision and care providers appear to abdicate their responsibility.</p> <p>Action Point – Take item to the next Health and Care Partnership meeting with Malcolm MacFadyen taking the lead with assistance and input from Gordon Anderson and Derek Leslie.</p> <p>Progress up-date at next MC meeting – 29 October 2008</p>	<p>Caroline Champion</p> <p>Malcolm MacFadyen</p>

ITEM	DETAIL	ACTION
	<p>c) Population Growth – Encompassing Inward Migration So far there has been a couple of meetings with Lucinda Gray taking the lead, but unfortunately there were only two replies to the baseline data request.</p> <p>Questions will be passed to Eileen Wilson in the near future for distribution to Partners.</p> <p>Action Point – Partners requested to respond to the questionnaire</p> <p>d) DRIVESafe The resources of the DRIVESafe co-ordinator Dave McBride are available for all Partners. He can be contacted at dave.mcbride@argyll-bute.gov.uk.</p>	<p>All Partners</p>
14.	<p>DATE OF NEXT MEETING</p> <p>29th October at 10.00 in the Board Room at the Oban Fire Station, Oban.</p>	

The Funding Hub meeting followed on from this.

**Argyll and Bute Community Planning
Partnership**

**Management Committee
29th October 2008**



Fairer Argyll and Bute Partnership: Terms of Reference

1. SUMMARY

- 1.1 This paper provides the background and rationale for the establishment of the Fairer Argyll and Bute Partnership and seeks the endorsement of its draft terms of reference (attached) by the Community Planning Partnership Management Committee.

2. RECOMMENDATIONS

- 2.1 That the CPP Management Committee agrees the terms of reference for the Fairer Argyll and Bute Partnership contained in the attached draft document.

3. BACKGROUND

- 3.1 Following agreement by the Community Planning Partnership on 19th March 2008, a short term group was established in April 2008 to develop the Fairer Argyll and Bute Plan and lead the transition process during the first year.
- 3.2 The Community Planning Partnership also agreed that a strategic Fairer Argyll and Bute (FAB) Partnership would be set up to manage the Fairer Scotland Fund and maintain a strategic planning focus on tackling poverty and health inequalities in the longer term, across Argyll and Bute.
- 3.3 Proposals containing strategic links between the proposed FAB Partnership and the CPP have been widely circulated for consultation with a variety of strategic groups such as the Community Learning and Regeneration Board, Health and Wellbeing Group, FAB Planning Group, More Choices, More Chances Strategic Board, Strategic Housing and Communities Forum. Area Development Groups and some locality networks across Argyll and Bute have also been consulted.

3.4 It is proposed that the FAB Partnership will replace all or some of the elements of the following partnerships:

- Community Learning and Regeneration Strategic Board
- Health and Wellbeing Group
- MCMC Strategic Group
- Youth Focus
- Community Representatives' Forum
- Strategic Housing and Communities Forum

3.5 It has been agreed that Councillor George Freeman, Spokesperson for Housing and Communities, will chair the FAB Partnership. Membership will include Third Sector and Community Representatives, and representation from the Argyll and Bute Community Regeneration Service, Supporting People, partners involved in employability schemes, Youth Focus, NHS Highland, Community Safety Forum and Registered Social Landlords.

3.6 It is proposed that the FAB Partnership will:

- oversee development and implementation of the FAB Plan
- agree processes for monitoring and evaluating action/delivery
- disseminate information to ensure all partners are aware of and able to participate in the FAB partnership
- enable community participation through agreed structures
- monitor and evaluate the effectiveness of the Fairer Scotland Funding allocation

4. CONCLUSION

4.1 It is expected that the establishment of the FAB Partnership will result in a more co-ordinated approach to planning and distributing resources aimed at tackling poverty and health inequalities.

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Telephone

Fairer Argyll and Bute Partnership – Proposed Terms of Reference

Version 4
16th October 2008

1. INTRODUCTION

1.1. Introduction

The Fairer Scotland Fund was announced in late 2007. It replaces four previous funding streams.

- Community Regeneration Fund
- Community Voices
- More Choices More Chances
- Family Services – Social Inclusion

Although the Fairer Scotland Fund has been allocated to the Local Authority on behalf of the CPP it is essential that Community Planning partners work with the Local Authority to tackle area based and individual poverty. Other funds such as Health Improvement Fund, Active Schools and Wider Role are also designed to address inequalities and deprivation.

A short term group was established in April 2008 to develop the fairer Argyll and Bute Plan and lead the transition process during the first year. In the longer term it has been agreed that a strategic partnership (FAB Partnership) will be set up in order to manage the FSF and maintain a strategic planning focus on tackling poverty and health inequalities across Argyll and Bute.

1.2. FSF Principles

The Scottish Government considers the following principles crucial for investment of the fairer Scotland Fund by CPPs:

- A clear focus on investment to address the causes of poverty, not its symptoms;
- A strong emphasis placed on making early interventions for vulnerable individuals, families and disadvantaged communities;
- Promotion of joint working between local partners;
- Focused action on improving employability as a key means of tackling poverty;
- Empowering communities and individuals to influence and inform the decisions made by CPP's

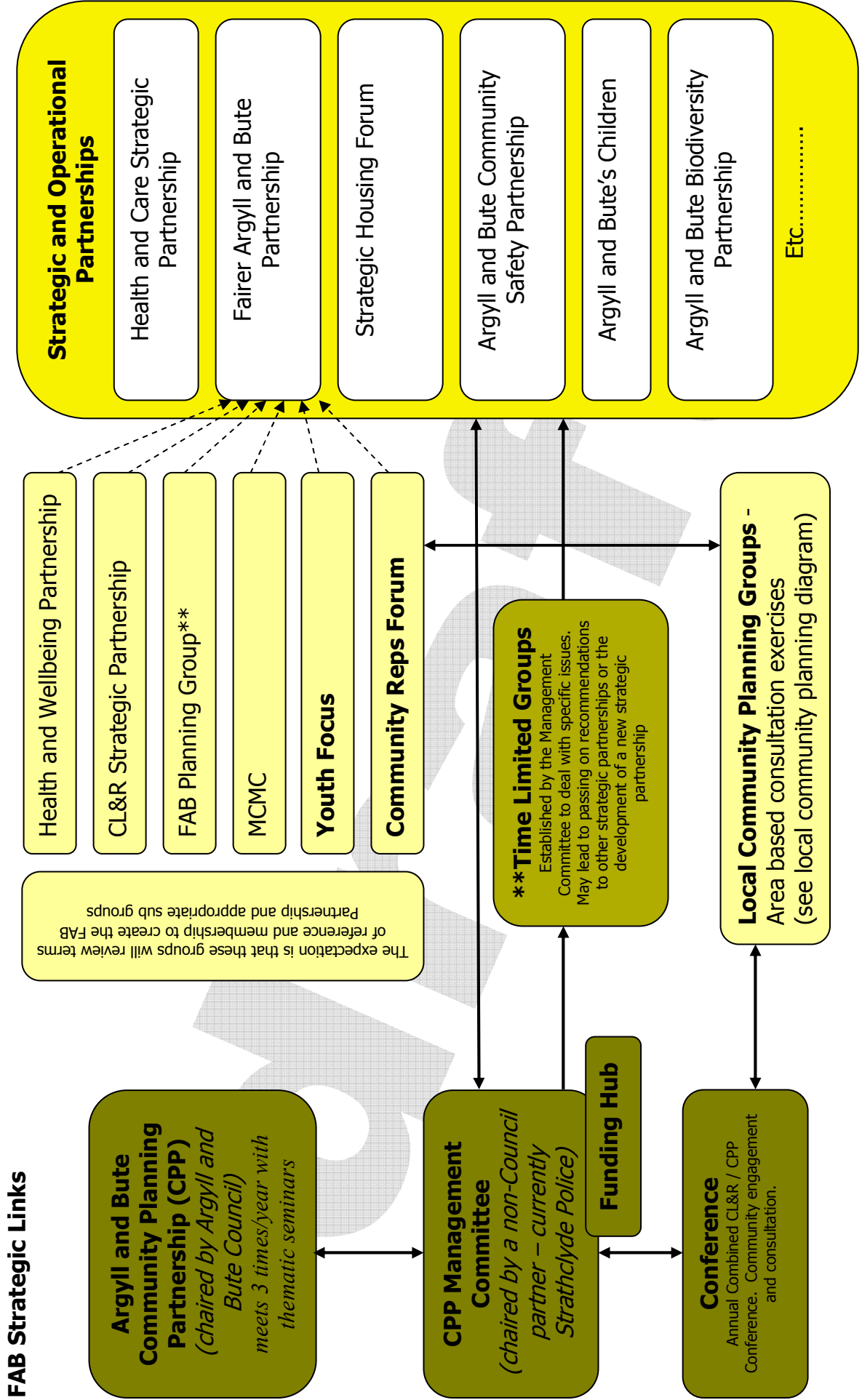
1.3. FAB Partnership

The FAB Partnership replaces all or some of the elements of the following existing partnerships -
Community Learning and Regeneration Strategic Board

- Health and Wellbeing Group
- MCMC Strategic Group
- Youth Focus
- Community Representatives' Forum
- The community regeneration element of the Housing and Communities Forum

1.4. Strategic Links

The Community Planning Partnership endorsed the establishment of the FAB Partnership at the Management Committee meeting held on the 19th of March 2008. The following diagram shows the strategic links between the FAB Partnership and the CPP.



2 MEMBERSHIP OF THE FAB PARTNERSHIP

The FAB Partnership is the strategic group driving forward the FAB Plan helping achieve SOA Outcomes. The FAB Partnership is also responsible for the monitoring and evaluation of FAB Plan delivery and processes.

		total
Chair	George Freeman	1
Community reps	Via Community Representatives' Forum	tbc
Third Sector reps	(awaiting outcome of TSSG re: strategic representation)	tbc
Argyll and Bute Council	Jim McCrossan/Malcolm McFadyen/Moira MacVicar/Muriel Kupril	4
CL&R	Area Officers / Support Officers	4
Employability	Job Centre + /Careers Scotland/Skilld Dev Scotland	4
Youth Focus	Youth Focus	2
Supporting People	Ian McFadyen	1
NHS Highland (AB CHP)	Elaine Garman	1
(Vce Chair CPP)		
Community Safety Forum	tbc	1
RSL,s	2 reps	2
	TOTAL	

Note: Partners no longer represented should consider representation through other strategic partnership links.

3 COMMUNITY ENGAGEMENT

3.1. Community Engagement

Community engagement is an essential element of Community Planning. Agencies and strategic partnerships have an obligation to engage with communities on issues that affect them. The FAB Partnership will:-

- Establish a co-ordinated and consistent approach to community engagement in Argyll and Bute
- Ensure that those engaging with communities adopt the National Standards for Community Engagement
- Ensure that outcomes of community engagement impact on decision making through the FAB Partnership and the CPP
- Provide a strategy for sustainable community engagement
- Ensure appropriate support to local people engaged in the process
- Identify and engage hard to reach groups

3.2. Current Community Engagement Structures

a. Community Representatives Forum

Community Representatives are elected locally to represent the interests of local communities. Representatives are supported through Community Learning and Regeneration.

b. Youth Focus

Young people are represented through participation in Youth Focus. Support for this process comes from Community Learning and Regeneration and Argyll and Bute Young Scot/Dialogue Youth

c. 3rd Sector

Awaiting outcome....end of Sept!

3.3. Local Community Planning

Through the FAB Partnership we will develop local community planning structures drawing on all of the above and in partnership with existing local networks.

4. TERMS OF REFERENCE

4.1 The FAB Partnership has been established to:

- a. Oversee development and implementation of the FAB Plan
- b. Agree processes for monitoring and evaluating action/delivery
- c. Disseminate information ensuring all partners are aware of and able to participate in FAB Partnership
- d. Enable community participation through agreed structures
- e. Monitor and evaluate the effectiveness of the Fairer Scotland Funding allocation

5. MEETINGS

5.1 FAB Partnership

- a. The FAB Partnership will normally meet six times a year.
- b. The FAB partnership shall be chaired by Cllr George Freeman, spokesperson for Housing and Communities. In his absence an acting chair will be appointed at the meeting.
- c. Dates for meetings in the coming year will be agreed at the final meetings of each calendar year.
- d. The Chair can convene additional meetings at the request of **XXXX** or more members or if he/she considers there is good reason.
- e. Agendas and all related papers will be available on the Council website www.argyll-bute.gov.uk
- f. It will be at the discretion of the chair whether to consider items not on the agenda.
- g. Quorum - One quarter of the members represented must be present for any decision making. If after ten minutes no quorum is achieved the meeting will be deemed inquorate and not take place.
- h. Minutes of meetings will be taken by a member of Council staff and will be made available on the Council's website www.argyll-bute.gov.uk
- i. Members of the FAB Partnership must declare any interest, financial or non-financial, if any contract is to be discussed

6 FINANCE AND RESOURCES

6.1 The FAB Partnership is not a corporate body and does not hold funds of its own.

- a. The Fairer Scotland Fund allocation will be held by Argyll and Bute Council on behalf of the CPP
- b. The reporting year for the FAB Partnership will be 1st of April to the 31st of March
- c. It is the responsibility of the relevant FAB partner to ensure that appropriate financial accounting arrangements are in place in respect of partner delivery where Fairer Scotland Funds have been allocated
- d. The allocation of funds by the FAB Partnership must contribute to achieving agreed outcomes

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**Argyll and Bute Community Planning
Partnership**

**Management Committee
29th October 2008**

argyll and bute
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**Demonstration Project – Harnessing the Potential of the Third Sector to
Help Achieve Council Objectives**

1. SUMMARY

1.1 This report updates the CPP on the Demonstration Project which was established to look at strengthening support to the Third Sector in Argyll & Bute.

2. RECOMMENDATIONS

2.1 Note the situation and monitor progress of the Demonstration Project.

2.2 Note the initial consultation carried out with the Third Sector.

2.3 Consider the timescales and how the CPP Management Committee can influence the final report.

3. BACKGROUND

3.1 The Big Lottery Fund joined with partners from Argyll & Bute Community Planning Partnership to take forward a Demonstration Project aimed at building on existing and developing new practice to strengthen work with the third sector. Argyll & Bute Council is taking the lead in the project; Council Leader, Dick Walsh, chairs the Board overseeing the plans. The demonstration project has a short life, but there are short-term and long-term objectives and actions. The end product will be a report with recommendations on the way forward for developing existing good practice, as well as creating new procedures to increase the potential of the third sector in its work with the Council and other Community Planning partners.

3.2 The project is looking at four key areas:

Funding – ensuring that funding streams are appropriate and considering issues such as the impact of local community action plans and the removal of ring-fencing.

Assets - improving community sustainability through the Third Sector's ability to acquire assets;

Procurement – removing barriers and identifying training to enable

third sector bodies to successfully bid for contracts.

Social Enterprises – putting procedures in place to ensure existing and new social enterprises have access to training and information to allow them to develop and grow.

4. CONSULTATION

- 4.1 Initial means of consultation with the Third Sector were identified as follows:
- a) focus groups; b) press release; and c) website survey
- 4.2 The timescale available gave time for only one focus group, which was the Third Sector Steering Group. Useful feedback was received on each of the four themes, and on the project as a whole.
- 4.3 The press release generated a number of telephone enquiries, which highlighted the need to use several different methods in order to reach a wider audience.
- 4.4 Details of the project is available on two third sector websites www.argyllcommunities.com and www.absen.com. A survey sheet and questionnaire was posted on the sites and all third sector organisations were invited to complete the questionnaire which could be returned electronically or by post to the CPP mail address. The timescale was short and very few returns have been received.
- 4.5 The results of this initial consultation will influence the final report, and will form the basis of future and wider consultation to determine how the long-term aims of the project can be addressed.

5. CONCLUSION

- 5.1 The final draft Demonstration Project Report will be presented for approval at the CPP Full Partnership meeting on 28 November. It is hoped that the CPP Management Committee will have an opportunity to make comment on an earlier draft of the report.

For further information contact:

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**Argyll and Bute Community Planning
Partnership**

**Management Committee
29th October 2008**

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Performance Management Seminar (Nov 2008)

1. SEMINAR AIM

- 1.1** To inform the Community Planning Partnership of the proposal to hold a half-day seminar, on the 28th of November, reviewing and developing performance management arrangements for the SOA and Community Plan.

2. RECOMMENDATIONS

- 2.1** That the CPP MC supports and resources the proposed seminar to develop robust performance management arrangements

3. SEMINAR CONTENT

- 3.1** From this informative half-day seminar we will begin to:

- develop a framework for effective and robust performance management
- identify barriers to performance management and how they can be overcome
- develop a process to ensure the integration of CP partner performance management arrangements
- identify any issues relevant to the 2009 SOA

By working together we will agree a process to develop:

- a balanced set of performance measures
- stretching but achievable performance targets to enable more effective performance management
- appropriate comparisons, benchmarks and opportunities to share best practice

4. BACKGROUND

- 4.1 The CPP Management Committee agreed at its meeting of the 3rd of September to review its approach to performance management. The CPP agreed that the new constitution should incorporate references to performance management and develop performance measurement structures in regard to:
- Their usefulness in measuring and prioritising the work of the CPP and how to link with the SOA
 - The relevance of the national indicators and targets set for the SOA and what targets and measures should be considered by the CPP
 - Reducing duplication with the performance monitoring and reporting arrangements of partner organisations
- 4.2 Currently the Community Planning Partnership is working towards achieving the Outcomes of the Community Plan. However, the priorities are long-term ambitions (they have been set for the period 2007-2017) against which progress is difficult to measure. In order to provide a more useful basis for measuring progress the Community Planning Partnership is encouraged to agree the measurement and monitoring of a number of medium-term Objectives (covering the period of the SOA). The Objectives are expected to be more tangible commitments based upon the current and planned work of the CPP towards achieving the more long term outcomes.
- 4.3 Establishing Performance Management structures for the Community Planning Partnership will also help to distinguish the benefits of partnership working from those services exclusively delivered by Argyll and Bute Council. The Council and the Community Planning Partnership currently share performance measures based on the Core Priorities, although these measures do not recognise the distinct contributions of each organisation. Agreeing performance management arrangements will help the Partnership to focus upon the specific outcomes that are delivered by working in partnership.
- 4.4 Support materials
Outcome Based Approach '**Working Guidance for Scottish Public Bodies**' Scottish Government 2008
Single Outcome Agreement '**Guidance for Community Planning Partnerships**' Scottish Government 2009 (Draft for consultation – deadline 30th Oct 2008)

5. PROCESS

- 5.1 Procedures and structures will need to be created to allow the Partnership to use the performance information that they receive. The crux of performance management is not simply monitoring performance, but using performance information to make better decisions and improvements. In order to manage

performance the Partnership will need to receive information on a regular basis and have the arrangements in place to act upon the information.

- 5.2** Partner roles and responsibilities in the performance management process need to be addressed at this stage. This is particularly important in relation to engaging with the structures of partner organisations rather than just the individual representing the organisation at Management Committee. Agreement also needs to be reached with Partner organisations on time input by their staff in contributing to the performance management process.
- 5.3** Strategic and political leads have been identified to ensure a coordinated partnership approach to achieving SOA Outcomes. It is essential that the processes for gathering information are agreed and that links are made with the Community Plan.
- 5.4** An effective approach to Performance Management at appropriate levels within the CPP will strengthen partner commitment to the Community Plan and the SOA. Understanding performance and impact will also help CP partners to work together to achieve longer term outcomes.
- 5.5** This session will be the beginning of a dialogue between the council, community planning partners and the Scottish Government.

6. CONCLUSION

- 6.1** This seminar will begin to bring together the performance management arrangements of Community Planning partners which will influence the development of the SOA. A report on the seminar, outcomes and recommendations will be presented to the management Committee on the 21st of January 2009.

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The seminar will commence at 10.00a.m. and close at approximately 12.30 p.m.

CPP Performance Management Seminar (Draft Programme)

9.45 – 10.00	Registration and coffee
10.00 – 10.15 (15 mins)	Introduction (Sally Reid)
10.15 – 10.25 (10 mins)	Scottish Government perspective on SOA's (Peter Russell tbc)
10.25 – 10.35 (10 mins)	SOA Process for 2009 (Brian Barker)
10.35 – 10.50 (15 mins)	CPP Review and new CPP Structures
10.50 – 11.10 (20 mins)	Coffee <i>There will be an opportunity to see the Pyramid performance management system in action during the coffee break</i>
11.10 – 12.00 (35 mins)	Working in groups to <ul style="list-style-type: none"> • How do we get an overview of the SOA • To identify barriers • Challenges
12.00 – 12.20 (20 mins)	What happens next?
12.20 – 12.30 (10 mins)	Close (SR)

SINGLE OUTCOME AGREEMENTS

GUIDANCE FOR

COMMUNITY PLANNING PARTNERSHIPS

OCTOBER 2008

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1. Introduction

The Scottish Government and local government share an ambition for the outcome focused planning and delivery of public services in Scotland. That ambition is expressed in the historic Concordat of November 2007 and in the successful development and agreement of Single Outcome Agreements between all 32 Councils and the Scottish Government by June 2008. This ambition is shared by Community Planning partners, with half of those first phase SOAs being developed by Community Planning Partnerships.

All Community Planning Partnerships are now reviewing or developing their Single Outcome Agreements, for formal agreement with the Scottish Government for 2009-10 onward. This Guidance is provided jointly by COSLA, Scottish Government, SOLACE, Audit Scotland and the Improvement Service – and has been developed with ACPOS, CFOAS and NHS Chief Executives - to assist CPPs in that work.

The early development and agreement of the first phase SOAs has provided valuable experience and learning for all participants. This Guidance for CPPs now builds on that learning – and on the SOA Development and Self-Assessment Toolkit [\[insert link\]](#) – and updates the guidance provided for local government in February 2008.

The key points of our learning from the first phase SOAs, which we emphasise throughout this Guidance, are that:

- A Single Outcome Agreement must have a **strategic focus** – with a manageable and meaningful number of outcomes and robust and measurable indicators – rather than being a compilation of unprioritised plans and activities;
- A Single Outcome Agreement must be about **actual outcomes** – it should clearly focus on people's quality of life and opportunities, and on the supporting social, economic or environmental conditions;
- A Single Outcome Agreement must be **evidence-based** – it should be based on an integrated area profile of social, economic and environmental conditions and trends;
- A Single Outcome Agreement must be **capable of delivery** – it should show a clear line of sight to the supporting plans and activities which should lie 'below the waterline'; and
- A Single Outcome Agreement must promote **continuous improvement** – it represents a substantial advance on previous arrangements for planning and delivering public services but should identify further work needed, including arrangements to secure full ownership from all local partners and communities.

The move to SOAs with all CPPs brings to a focus a number of issues – around governance, accountability and performance management - which COSLA, Scottish Government, SOLACE, Audit Scotland and the IS are addressing through the further work identified in this Guidance, so as to support the continuous improvement which we encourage in our local stakeholders.

This Guidance provides an outline of the SOA and explains the links to the Scottish Government's National Performance Framework. It also provides a format and a template for the presentation of the SOA. And it is accompanied by the revised menu of Local Indicators which CPPs can draw on in developing their SOA.

Finally, you will be aware that your SOA should be with the Scottish Government by the end of **February 2009**, so that discussion between the CPP and Scottish Government can conclude in agreement by the end of **May 2009**. Your Scottish Government liaison Director will be pleased to assist at every stage of this process.

2. Background and Learning

The Concordat between the Scottish Government and COSLA sets out the terms of a new relationship between the Scottish Government and local government, based on mutual respect and partnership. This new relationship is represented by a package of measures, which were endorsed by the Scottish Government and COSLA, and which both parties believe will lead, over time, to significant benefits for users of local services across Scotland.

A central proposal was the creation of a Single Outcome Agreement between each Council and the Scottish Government, based on the 15 National Outcomes agreed in the Concordat. The National Outcomes are part of the Scottish Government's National Performance Framework (**see Annex 1**), but they also reflect established corporate and Community Plan commitments across Councils and Community Planning Partnerships. Progress on the National Outcomes for Scotland as a whole cannot in most cases happen unless progress is made at local level.

In practice, improving outcomes at the local level requires the full engagement of Community Planning Partnerships, which this second phase of SOAs is intended to secure.

The first phase of SOAs was implemented at an accelerated pace and it is to the credit of all concerned that they were all developed and agreed so quickly. Individually and collectively they demonstrate a significant move toward the shared ambition of an outcome based approach to planning and delivering public services. We now have the benefit of the learning from that first phase, and a better understanding of what should happen in this second phase.

The key learning point from the first phase is the need to develop and maintain a strategic focus for a Single Outcome Agreement. First phase SOAs generally demonstrated a significant convergence around c.20 outcomes which could be directly linked to relevant National Outcomes. They also supported those outcomes with c.30 commonly used indicators.

However, the numbers of outcomes and indicators in many first phase SOAs made it difficult to identify local priorities. The linkage between outcomes and indicators was sometimes not clear, and nor was the linkage between outcomes which will take time to achieve and targets with 3 year horizons. Proposed outcomes were sometimes about aspirations or activities, rather than actual outcomes which could be evidenced in the experience of local people or conditions in the area. Outcomes often appeared to have been prompted by the existence of a National Outcome, rather than the existence of a local priority. Many SOAs also contained a volume of detail which is more appropriate for the supporting service plans or performance management frameworks which lie 'below the waterline'.

Those SOAs which presented an integrated area profile of local conditions (rather than just separate local contexts for each of the 15 National Outcomes) generally had fewer outcomes and indicators, and more of the strategic focus which will be crucial to the work of CPPs.

COSLA, Scottish Government, SOLACE, Audit Scotland and the Improvement Service have therefore agreed to re-emphasise the need for SOAs to demonstrate a strategic focus and have agreed the purpose of a Single Outcome Agreement as set out below.

A Single Outcome Agreement is the means by which Community Planning Partnerships agree their strategic priorities for their local area and express those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government's relevant National Outcomes.

3. Updating the Guidance

This Guidance reflects the learning acquired from the first phase of SOAs. The key changes which have been made in order to update this Guidance – and to promote the essential strategic focus for SOAs - are:

- Revision of text to better show how SOAs fit with the National Performance Framework while demonstrating their strategic focus (Section 4)
- Identification of issues which are being jointly addressed by COSLA, Scottish Government, SOLACE, Audit Scotland and the Improvement Service (Section 5)
- Revision of the SOA format to highlight the importance of the integrated area profile to the development and presentation of the SOA (Section 6)
- Revision of the SOA template to encourage fewer outcomes and indicators and clear links to the area profile (Section 7).

All CPPs will want to ensure that they take this Guidance into account when reviewing or developing their SOA for presentation to the Scottish Government.

4. The Single Outcome Agreement

The Single Outcome Agreement sets out the outcomes which each Community Planning Partnership is seeking to achieve for their area and community. The SOA is likely to be based upon the Community Plan and key plans of the local partners. It is part of an overall framework for outcome focused planning and delivery of public services which is shared between local government, public bodies and the Scottish Government. The components of the framework are the National Performance Framework (**see Annex 1**); the local outcomes, indicators and targets being developed by CPPs in response to local priorities (**see Annexes 2 & 3**); and the 'working' guidance on an Outcome Based Approach provided for public bodies by the Scottish Government [**insert link**]. Together they can be summarised as follows:

4.1 The Government's Purpose

Each part of the National Performance Framework is directed towards, and contributes to, the Government's single overarching Purpose - "to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth."

4.2 Purpose Targets

The Purpose Targets support the delivery of the Government's Purpose, and define the characteristics of, and include specific benchmarks for, sustainable economic growth across Scotland.

4.3 Strategic Objectives

The Strategic Objectives (Wealthier & Fairer; Smarter; Healthier; Safer & Stronger; and Greener) support the delivery of the Government's Purpose and are best viewed as means of aggregating outcomes into wider themes.

4.4 National Outcomes

Each of the 15 National Outcomes informs one or more of the Strategic Objectives. The National Outcomes are the starting point for the presentation of the SOA, using the template provided in Section 7.

All of the National Outcomes should be considered in the SOA, but whether and how they will then be addressed will depend on their demonstrated relevance to the conditions and strategic priorities identified in the integrated Area Profile, which is the basis of the SOA (see 4.6).

4.5 National Indicators and Targets

The National Indicators and Targets support and track, at national level, the delivery of the National Outcomes. Where they are locally relevant they can be used by CPPs to support and track the delivery of local outcomes in the SOA.

4.6 Area Profile

An integrated profile of the social, economic and environmental conditions of the area is the basis of the SOA. On the basis of the evidence the area profile should identify the strategic local priorities, both for improved and maintained conditions. The strategic local priorities should be expressed as a meaningful and manageable number of local outcomes.

Each local outcome should be capable of being linked to one or more of the National Outcomes, although there may be issues which are purely local priorities, as well as issues (such as the challenge of a shrinking and ageing population) where a link to one or more of the Purpose Targets may be relevant.

4.7 Local outcomes (see also key terms and worked examples in Annexes 2 & 3)

The number of local outcomes should be meaningful and manageable, reflecting the strategic priorities drawn from the evidence in the area profile. They should be actual outcomes, focusing on people's quality of life and opportunities, and on the supporting social, economic or environmental conditions. They should not be just plans or actions which are hoped to have the intended effects. They should balance local ambition with realism about the time needed for change to happen. They are therefore likely to be achieved over a longer period than 3 years.

Both outcomes and indicators may be drawn from outcome frameworks for a range of issues and services, such as those for health improvement, early years and anti-poverty. The extent of their use 'above the waterline' will be determined by their relevance to strategic local priorities.

4.8 Local indicators and targets (see also key terms and worked examples in Annexes 2 & 3)

Each of the local outcomes should be supported by one or more robust and measurable indicators. A menu of local indicators supported the delivery of the first phase SOAs. This has been reviewed against those indicators (including relevant National Indicators) used in those SOAs and a revised menu is now available for use by CPPs at [\[insert link\]](#). This will continue to be developed by the Improvement Service, SOLACE and the Scottish Government.

The number of indicators and targets appearing in the SOA and therefore 'above the waterline' should be manageable and meaningful. CPPs may therefore wish to focus on composite high level indicators and targets. Indicators should where possible be benchmarkable and targets should also, where helpful, be SMART or at least indicating a direction of travel from an established baseline.

Targets should, where possible, directly relate to and help quantify the local outcome. They should be set for a 3 year horizon and act as 'progress' targets toward the achievement of the outcome, and as milestones where appropriate. CPPs should also try to set longer term 'end' targets which can be used to demonstrate the achievement of the outcome, or of an intermediate outcome. These terms are worked through in Annexes 2 and 3.

4.9 Performance Management

The SOA must be a strategic document, with performance management information lying 'below the waterline'. However, SOAs must be underpinned by robust performance arrangements, to which there should be a very clear line of sight from the SOA document.

5. Supporting Guidance

The move to formal agreement of Single Outcome Agreements between Community Planning Partnerships and the Scottish Government brings to a focus a number of issues – notably around governance, accountability and performance management - which COSLA, Scottish Government, SOLACE, Audit Scotland and the IS are addressing through the SOA High Level Steering Group. As these issues particularly affect those bodies which have a statutory duty to participate in Community Planning, these workstreams are also being developed with ACPOS, CFOAS and NHS Chief Executives, with a view to identifying good practice in each instance.

Governance and accountability

Community Planning is a process by which the public services provided in the area of the local authority are provided and the planning of that provision takes place, and Scottish Ministers shall promote and encourage the use of community planning¹. This does not alter the separate accountabilities of Community Planning partners to either local authorities or individual Scottish Ministers. However, as SOAs will be formal agreements between Scottish Ministers and Community Planning Partnerships, there is a need to identify workable models of governance and accountability which will support the collective delivery of local and national outcomes.

A workstream for governance and accountability is being taken forward by the High Level Steering Group, with further guidance planned for February 2009.

Performance management

All local authorities have their own performance management frameworks and other Community Planning partners have their own sectoral frameworks. Some CPPs have agreed joint performance management arrangements and all CPPs will need to be able to demonstrate robust performance management systems 'below the waterline' of their SOAs. There is therefore a need to identify a model for the alignment of different performance management frameworks in support of SOAs. At the same time there is a lack of an evidence base which can demonstrate how interventions of different types by different partners will affect their shared outcomes.

The national move to an outcome based approach is reflected in the collaborative development of a growing number of outcome frameworks for issues and services such as health improvement, early years and anti-poverty. There is a parallel move toward multiple outcome based self-assessment models for public service providers. The principles for 'Best Value 2' and its extension across the public sector include a stronger focus on outcomes and partnership working. These are all valuable contributions to the outcome focused planning and delivery of public services, which create an opportunity to consider how they should fit together in support of SOAs.

A workstream for performance management is being taken forward by the High Level Steering Group, with further guidance planned for February 2009.

Indicators

The identification of robust and measurable indicators for use in SOAs is an ongoing workstream for the High Level Steering Group. That workstream includes the identification of gaps in the available evidence base and any opportunities to improve or commission data which could address those gaps. There is also a need to bolster the analytical capacity available within local authorities and Community Planning Partnerships.

This workstream is intended to deliver an improved menu of indicators in xxxx 2009.

¹ Local Government in Scotland Act 2003 and Statutory Guidance
October 2008

Equalities

All parties are aware that in preparing their SOAs they are responsible for ensuring that all statutory obligations and requirements have been met. In the case of issues around equalities, and how to deal with them in relation to SOAs, further guidance will be issued shortly

Engagement of communities

Community engagement will be a key part of the development of this second phase of Single Outcome Agreements by Community Planning Partnerships. COSLA is currently finalising its Community Empowerment Action Plan, which will include the need to promote use of the National Standards for Community Engagement as part of a long term change in culture. This action plan will also focus on capacity building for council officers and elected members to engage with communities. This initiative should support the work of CPPs as they engage in the process of developing SOAs.

Engagement of the voluntary and 'third' sectors

The voluntary and 'third' sectors are full and valuable partners in the development and delivery of policy and local services across Scotland, and local government is committed to fully engaging the Third Sector in Community Planning Partnerships and the development of the Single Outcome Agreements. COSLA is looking at how best to support CPPs and the Third Sector in this process through the Third Sector Task Group, involving Scottish Government, SOLACE, COSLA and the SCVO.

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6. SOA Format

The format and template (Section 7) provided in this Guidance are designed to provide a consistent approach to the presentation of information from CPPs, with the objective of keeping the SOA concise and focused. Clearly, the ability of the Scottish Government to respond consistently to the proposed SOAs is made easier by consistent presentation of the SOA documents.

However, this is guidance, and your CPP may present its SOA in another format if that better suits local needs, so long as the information identified in Sections 6 and 7 is clearly presented.

6.1 Purpose of the Agreement

- Confirms the purpose of the Single Outcome Agreement as being the means by which the Community Planning Partnership agrees its strategic priorities for the local area and expresses those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government's relevant National Outcomes.
- Expresses the joint commitment and mutual accountability of the Scottish Government, the Community Planning Partnership and the individual Community Planning partners to the delivery of the agreed outcomes.
- Sets the SOA in the context of the new relationship between Scottish Government and local government, and of the outcome based approach for public bodies.
- Sets out key points from the Concordat, including the national outcome approach, greater local freedom, reduced ringfencing, less monitoring and reporting, better partnership working.

6.2 Scope of the Agreement

- Confirms that the SOA covers all the public services which are the responsibilities of the partners in the Community Planning Partnership and which the Partnership has agreed should be covered.
- Confirms that the SOA will run on a three year rolling basis, while being subject to annual reviews.
- The Council's, Community Planning partners' and Scottish Government's duties in relation to Community Planning, Best Value, equalities and sustainable development.
- Explains how the SOA builds on stakeholder consultations and community involvement for the Community Plan and key plans of the Community Planning partners.

6.3 Area Profile

An integrated profile of the social, economic and environmental conditions of the area is the basis of the SOA. The area profile provides the evidence base for the identification of strategic local priorities and their expression as strategic local outcomes.

- The area profile should review and draw upon the material contained in the Community Plan, the corporate and service plans of the local partners and the first phase SOA.
- The area profile should provide an analysis of past and projected trends in local conditions, including long term trends. It should draw on all the indicators which are relevant, robust and measurable, including locally relevant National Indicators.

- The area profile should also identify the qualitative information which evidences the views of local communities, including survey data and political priorities.
- On the basis of the evidence the area profile should identify the strategic local priorities, both for improved and maintained conditions.
- The strategic local priorities should be expressed as a meaningful and manageable number of local outcomes.
- The local outcomes should be cross referred in a table to the relevant National Outcomes, and to Purpose Targets if these are relevant.

6.4 Outcomes and Commitments – the SOA template (see section 7)

The SOA template should be completed for each of the 15 National Outcomes. A summary of relevant local conditions, drawn from the integrated area profile, should be provided as the local context for each National Outcome. The area profile, with its identification of strategic local priorities, is the evidence base for determining the local relevance of the National Outcome.

Where the National Outcome is relevant to strategic local priorities, as is usually the case, the completed template should:

- Identify the local outcome/s now proposed for agreement with the Scottish Government.
- Identify the indicator/s by which the local outcome/s will be tracked, including the locally relevant National Indicators and relevant Local Indicators.
- Establish the baseline condition/s for the indicator/s, for 2007-08 where possible.
- Propose 'progress' targets for the indicator/s for 2011-12. **[needs HLSG agreement]**.
- Propose 'end' targets by which achievement of the local outcome/s or of intermediate outcomes can be demonstrated.
- Provide a clear line of sight to relevant plans and activities which lie 'below the waterline' and clearly support delivery of the local outcome/s. These can include frameworks of outcomes and indicators for specific issues. Use of hyperlinks would be helpful.
- If necessary, identify any new and essential 'ask' having to be made by the Community Planning Partnership to the Scottish Government, which is critical to the delivery of the local outcome/s, with an accompanying clear demonstration of need. N.B. COSLA and the Scottish Government have agreed that 'asks' for funding for councils should not be made.

6.5 Governance

- Corporate and joint governance arrangements and scrutiny arrangements of the Council and Community Planning partners.
- Outlines the responsibilities and accountabilities of Scottish Government, the Council and the Community Planning Partnership in managing the SOA in light of the Concordat, the outcome based approach for public bodies and Best Value principles.

Guidance on models of governance and accountability for SOAs, for use by Community Planning Partnerships, will be provided by the High Level Steering Group in February 2009.

6.6 Ongoing Development of the SOA

- Explains the arrangements for developing future iterations of the SOA.
- Outlines arrangements for securing and refreshing community ownership of the SOA.
- Outlines mechanisms for accommodating change and enabling future improvement and development of the SOA.

6.7 Performance Management

Briefly confirms that robust performance management arrangements will be in place, with a very clear line of sight to supporting material. Use of hyperlinks would be helpful. Examples of such arrangements include:

- Financial and business/service planning arrangements and staff performance systems.
- Self-assessment and collective assessment arrangements and performance review processes.
- The risk assumptions and risk management arrangements underpinning delivery of the SOA.

Guidance on the alignment of performance frameworks for Community Planning partners will be provided by the High Level Steering Group in February 2009.

6.8 Reporting

Confirms that the prime focus of reporting is to communities and explains how the Council / CPP will report and review progress as follows:

- The Concordat expects Councils to submit an annual report to the Scottish Government setting out their progress and achievements towards the National Outcomes. It was envisaged that this report would be submitted around the turn of the financial year. However, given the timing of when many indicators would become available for reporting, the HLSC has concluded that councils should produce reports in September of each year. In the spirit of reducing the reporting burden, it is intended this will form an integral part of the reports which councils already prepare under their statutory duty of Public Performance Reporting. These reports will have a dual purpose; first an outward focus reporting to communities and the public on the delivery of outcomes in the local area; and second to report to the Scottish Government a CPP's contribution towards delivery of outcomes which support the National Performance Framework.
- However, given that some 15 months will have elapsed between the signing of the first SOAs in June 2008 and when the first reports will become available (in September 2009), the HLSC has agreed that for one year only Councils should prepare an interim report on the first phase SOAs in April 2009. Further guidance about how the interim report is to be structured will be produced by the HLSC in due course.

(Although subsequent interim reports in April of each year will not be required, the HLSC recommends that councils and CPPs may wish to consider preparing interim reports as a matter of good practice.)

- In addition, general monitoring of progress and changed circumstances, including changes in local conditions, priorities or resources. will be addressed as part of the ongoing dialogue process between the Scottish Government and the Council/CPP, through Scottish Government Directors' involvement in CPPs.

Guidance on the annual (ie [September 2009]) report for Community Planning partners will be provided by the High Level Steering Group in December 2008

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7. SOA Template

This template follows from the strategic local priorities evidenced in the Area Profile. It should be used for each National Outcome to demonstrate its local relevance in relation to the Area Profile, showing whether and how the National Outcome is addressed through a local outcome/s.

National Outcome -				
Local context summarised from the Area Profile and demonstrating the local relevance of this National Outcome :				
N.B. Links to other relevant National Outcomes may also be noted in this section.				
Local Outcome/s	Indicator/s <i>(noting frequency / type / source)</i>	Baseline at 2007-08	'Progress' target/s to 2011-12	'End' target/s & timescale/s
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)				

ANNEX 1**The National Performance Framework**

Scottish Government's Purpose: to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth

Purpose Targets

Indicator	Target
GDP Growth	To raise the growth rate to the UK level by 2011 To match the growth rate of small independent EU countries by 2017
Productivity	To rank in the top quartile for productivity amongst our key trading partners of the OECD by 2017
Population Growth	To match average European (EU15) population growth over the period from 2007 to 2017, supported by increased healthy life expectancy in Scotland over this period
Solidarity	To increase overall income and the proportion of income earned by the three lowest three income deciles as a group by 2017
Cohesion	To narrow the gap in participation between Scotland's best and worst performing regions by 2017
Participation	To maintain our position on labour market participation as the top performing country in the UK and to close the gap with the top 5 OECD economies by 2017
Sustainability	To reduce emissions over the period to 2011. To reduce emissions by 80% by 2050.

National Outcomes

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.
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.
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.
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
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.
15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

National Indicators and Targets

Indicator 1: At least halve the gap in total research and development spending compared with EU average by 2011
Indicator 2: Increase the business start-up rate
Indicator 3: Grow exports at a faster average rate than GDP
Indicator 4: Reduce the proportion of driver journeys delayed due to traffic congestion
Indicator 5: Increase the percentage of Scottish domiciled graduates from Scottish Higher Education Institutions in positive destinations
Indicator 6: Improve knowledge transfer from research activity in universities
Indicator 7: Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)
Indicator 8: Increase the proportion of schools receiving positive inspection reports
Indicator 9: Increase the overall proportion of area child protection committees receiving positive inspection reports
Indicator 10: Decrease the proportion of individuals living in poverty
Indicator 11: 60% of school children in primary 1 will have no signs of dental disease by 2010
Indicator 12: Increase the proportion of pre-school centres receiving positive inspection reports
Indicator 13: Increase the social economy turnover
Indicator 14: Reduce the rate of increase in the proportion of children with their Body Mass Index outwith a healthy range by 2018
Indicator 15: Increase the average score of adults on the Warwick-Edinburgh Mental Well-being Scale by 2011
Indicator 16: Increase healthy life expectancy at birth in the most deprived areas
Indicator 17: Reduce the percentage of the adult population who smoke to 22% of by 2010
Indicator 18: Reduce alcohol related hospital admissions by 2011
Indicator 19: Achieve annual milestones for reducing inpatient or day case waiting times culminating in the delivery of an 18 week referral to treatment time from December 2011
Indicator 20: Reduce proportion of people aged 65 and over admitted as emergency inpatients 2 or more times in a single year
Indicator 21: Reduce mortality from coronary heart disease among the under 75s in deprived areas
Indicator 22: All unintentionally homeless households will be entitled to settled accommodation by 2012
Indicator 23: Reduce overall reconviction rates by 2 percentage points by 2011
Indicator 24: Reduce overall crime victimisation rates by 2 percentage points by 2011

Indicator 25: Increase the percentage of criminal cases dealt with within 26 weeks by 3 percentage points by 2011
Indicator 26: Increase the percentage of people aged 65 and over with high levels of care needs who are cared for at home
Indicator 27: Increase the rate of new house building
Indicator 28: Increase the percentage of adults who rate their neighbourhood as a good place to live
Indicator 29: Decrease the estimated number of problem drug users in Scotland by 2011
Indicator 30: Reduce number of working age people with severe literacy and numeracy problems
Indicator 31: Increase positive public perception of the general crime rate in local area
Indicator 32: Reduce overall ecological footprint
Indicator 33: Increase to 95% the proportion of protected nature sites in favourable condition
Indicator 34: Improve the state of Scotland's Historic Buildings, monuments and environment
Indicator 35: Biodiversity: increase the index of abundance of terrestrial breeding birds
Indicator 36: Increase the proportion of journeys to work made by public or active transport
Indicator 37: Increase the proportion of adults making one or more visits to the outdoors per week
Indicator 38: 50% of electricity generated in Scotland to come from renewable sources by 2020 (interim target of 31% by 2011)
Indicator 39: Reduce to 1.32 million tonnes waste sent to landfill by 2010
Indicator 40: Increase to 70% key commercial fish stocks at full reproductive capacity and harvested sustainably by 2015
Indicator 41: Improve people's perceptions, attitudes and awareness of Scotland's reputation
Indicator 42: Improve public sector efficiency through the generation of 2% cash releasing efficiency savings per annum
Indicator 43: Improve people's perceptions of the quality of public services delivered
Indicator 44: Improve the quality of healthcare experience
Indicator 45: Reduce the number of Scottish public bodies by 25% by 2011

Key Terms (to follow)

DRAFT

Worked examples of Outcomes, Indicators and Targets (to follow)

DRAFT

OUTCOME BASED APPROACH

‘WORKING’ GUIDANCE

FOR

SCOTTISH PUBLIC BODIES

SEPTEMBER 2008

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'WORKING' GUIDANCE

Purpose

1. The purpose of this guidance and associated suite of good practice case studies is to act as a reference point for Government and Public Bodies¹ to work together to develop an outcome based approach to delivering on the Government's Purpose – **to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth**. There has been an impressive level of buy-in to the principle of an outcomes based approach from Scottish Public Bodies to date.

2. Such an approach should clearly demonstrate how the activities of Public Bodies are aligned with the Government's overarching Purpose through the National Performance Framework and at the same time provide the freedom for bodies themselves to operate and serve the interests of people, businesses and communities in Scotland.

3. There is a rich diversity of Public Bodies across Scotland. Some bodies have a very direct line to the Government's Purpose; some play a supporting, sometimes specialist role; and several bodies undertake a particular function to independently scrutinise the delivery of services to the public². Some Public Bodies operate through commercial contracts. Bodies have differing forms of governance and accountability to Government and Parliament. Finally, Public Bodies are at varying stages of development in respect of an outcomes based approach. This makes a 'one size fits all' set of guidance challenging. Whilst recognising that the type and nature of activity undertaken by bodies will differ, this guidance will act as guidance for all public bodies³.

In relation to NDPBs, Government Directorates, through their sponsor teams will continue to be the main conduit for engagement with Public Bodies to develop and implement outcome-based approaches with support from the Public Bodies Policy team. A **Public Bodies Strategic Group**, comprising senior Directors from Government and representatives of Public Bodies will oversee progress of outcome-based approaches along with other key strands of work relating to all Public Bodies⁴.

¹The [baseline list of public bodies](#) for the purposes of this exercise is as set out by the First Minister following the simplification announcement in January 2008 and includes NDPBs, Scottish Government Agencies, Non-Ministerial Departments and Ombudsmen and Commissioners as well as other significant national organisations. The intention is that the simplification team will publish a 6 monthly tracker updating the list from Sept 2008.

² There is an accompanying review of scrutiny bodies and scrutiny functions as a follow through to [The Crerar Review](#) (the report of the independent review of regulation, audit, inspection and complaints handling of public services in Scotland)

³ NHS Bodies will be issued with specific advice distinctive to HEAT and their Local Delivery Planning process with Community Planning Partners. HEAT/LDP performance management system was introduced for NHS Scotland Boards in 2006/07 with a core set of targets. H – Health improvement/inequalities, E – Efficiency, resources and workforce, A – Access, T – Treatment, quality and service.

⁴ A separate workstream on governance, accountability and relationships of the Public Sector Group will cover review of the current classification and status of Public Bodies, revised guidance for Public Bodies, review of current sponsorship arrangements and a collaborative leadership strategy for Public Bodies in the context of the wider public sector and the conclusion of previous Scottish Government Forum discussions.

Why an outcomes-based approach?

4. An outcomes-based approach encourages us all to focus on the difference that we make and not just the inputs or processes over which we have control. Success for the Government and its Public Bodies is about **impact** and it is right that we should be judged by tangible improvements in the things that matter to the people of Scotland. Government is therefore committed to an outcomes based approach and will work with Public Bodies to:

- i. Align activity to connect explicitly to the Government's over-arching purpose of sustainable economic growth through the National Performance Framework.
- ii. Better integrate activities with local government, with other Public Bodies, and in partnership with the third sector and private sector, to deliver the Government's Purpose Targets and National Outcomes. The current development of Single Outcome Agreements (SOAs) with community planning partnerships, under the leadership of local authorities, offers a significant opportunity for Public Bodies which are delivering local services to help achieve this locally.
- iii. Focus activity and spend on achieving real and lasting benefits for people and as such minimise the time and expense on associated tasks which do not support this purpose.
- iv. Create the conditions to release innovation and creativity to deliver better outcomes.

5. Successfully achieving and sustaining outcomes goes hand in hand with embedding a culture of continuous improvement. This guidance will set out what is expected between now and 1 April 2009 to establish a sound basis for an outcomes-based approach. All Public Bodies should **submit a corporate or business plan which demonstrates alignment between corporate objectives and national outcomes to Government prior to the next financial year, 2009-10**. Further development and refinement of an outcome based approach will be required building on this experience.

6. It is recognised that there is a variation in the extent to which Public Bodies have discretion to align / re-align spend and activity – current funding structures between Government and bodies are frequently underpinned by statutory performance indicators, legislation and other directives. It may be that these requirements are indeed aligned with National Outcomes and Purpose Targets. But the introduction of an outcomes based approach allows us the opportunity to re-examine the usefulness of the current range of performance indicators and governance arrangements, and to review the respective connection with the National Outcomes and Purpose Targets. This challenge should form part of the business or operational planning process for 2009-10. The outcomes based process should also pave the way for a thorough examination of how effectively our spending is supporting the achievement of outcomes.

7. While it is not necessary to evidence a linear relationship between spend, outputs and outcomes across all activities, it is expected that an outcomes based approach will help to highlight how effectively or otherwise the key strategic spending programmes of public bodies, both individually and collectively (with other agencies or bodies), are supporting the achievement of outcomes⁵.

⁵ Spending programmes themselves have been agreed over the coming two financial years and it is not the intention that the business or operational planning process for 2009-10 is conducted as a separate spending review. Bodies should however use the outcomes based process (in planning for next financial year) as important preparation for the forthcoming spending review.

Background and Context

8. The Government has already set out its intention to develop a strategic relationship with Public Bodies and this has been discussed and debated on several occasions including:

- [An announcement in Parliament on the Public Bodies landscape \(30 January 2008\)](#)
- A letter issued to all Chief Executives and Chairs of Public Bodies by the Cabinet Secretary for Finance and Sustainable Growth (31 January 2008)
- [Parliamentary Report on Effective Public Services Debate \(8 May 2008\)](#)
- An NDPB Conference themed around outcome based approaches addressed by Government and Local Government (17 June 2008).
- Senior engagement between Ministers and groupings of Public Bodies over the past 14 months to discuss a range of opportunities and challenges

9. [Scotland Performs](#), launched in June 2008 provides a public and transparent way for the Government to report on Scotland's progress towards the achievement of the Purpose Targets and National Outcomes set out in the National Performance Framework, illustrated at Figure 1 below and detailed in Annex B. We aim to reflect the contribution made by Public Bodies towards the overall achievement of the Purpose and National Outcomes, through the [Scotland Performs](#) website.



Figure 1 – National Performance Framework

10. Some Public Bodies have been involved in the preparation and delivery of the 32 Single Outcome Agreements that have been developed with Local Authorities over the last year, all of which can be accessed through the Improvement Service's website - [Single Outcome Agreements available on the IS site](#).

Approach

There are three key inter-related considerations for public bodies in developing an outcome based approach:

- Demonstrable alignment of purpose and objectives of **the body itself** with the National Performance Framework:
- Effective engagement with **other public bodies** in addressing purpose targets and National Outcomes.
- Effective engagement with local government and with Community Planning partners through the **Single Outcome Agreements (SOAs)** in addressing shared outcomes (i.e. Purpose targets, National Outcomes and local priorities, as they are addressed in SOAs).

All three will necessitate close strategic relationship between bodies and Government, through the Directorate structure.

Role of Government

11. Public Bodies have asked Government to clarify what alignment may mean in practice. There is also an expectation that Government itself promotes the National Performance Framework at every opportunity and works in a collaborative manner, working across Directorates in pursuit of Purpose Targets and National Outcomes. This has been facilitated by a new organisational structure for the Scottish Government based around the strategic objectives and put in place following the election last year. This encourages cross portfolio working and is helping the Scottish Government to focus on the delivery of our Purpose and outcomes. The more recent establishment of a Public Bodies Strategic Group reporting directly into Strategic Board has reinforced this in relation to key issues affecting Public Bodies.

12. It is important that Business Planning within Government is linked to business planning in operational or delivery bodies. The Government is working to transform the way that we do business, aligning the activity of our 40+ Directorates to the National Performance Framework. Whether through external reporting in Scotland Performs or our own business planning processes, we are seeing a clearer picture of where we need to join up internally – this work will continue in support of the outcomes based process in recognition that the achievement of outcomes is rarely confined to the domain of a single Directorate or body.

13. Additionally, the development of outcomes based approaches across Government is co-ordinated by a team of Scottish Government Directors who will have a key role to engage with Community Planning Partnerships as 'critical friends'. This role is aimed at developing a better joint understanding of national and local issues with a view to promoting the effective engagement of Public Bodies in delivery of local priorities where appropriate.

Role of Public Bodies

14. We are asking Public Bodies to demonstrate how their business activities are aligned to the Government's Purpose. In terms of how Public Bodies implement an outcome-based approach there are two main considerations which are inter-related:

- I. Firstly to ensure that all **individual Public Bodies are clearly aligned** to the Government's Purpose through the outcomes and Purpose Targets in the National Performance Framework.
- II. Secondly, and arguably the more challenging is to **support collaborative working** between Public Bodies and other key partners, such as local government and NHS Health Boards, in contributing towards the achievement of shared outcomes (i.e. Purpose Targets, National Outcomes and local priorities, as addressed in SOAs).

I Alignment of Public Bodies with Government's Purpose

15. The process of focussing on alignment with the National Performance Framework (NPF) has already been a strong feature of corporate planning work taking place within many Public Bodies. By 31st March 2009 Public Bodies should be able to demonstrate explicitly alignment between their activities and the Government's overarching Purpose through the National Outcomes and the Purpose Targets detailed within the National Performance Framework. It is suggested that an approach explicitly based on outcomes is integrated into the existing business planning process of the body, rather than through a separate 'single outcome agreement'. Whatever the process, all bodies will be required to demonstrate clear alignment of their objectives to National Outcomes and Purpose Targets.

16. It is not necessary for bodies to make explicit connections to *every* National Outcome that bodies could have an involvement with. Direct contributions should be covered. It is also acknowledged that Public Bodies will often have a range of outcomes and Purpose Targets to which they contribute indirectly – some of these indirect contributions will be important and should be covered. However, Government will want to understand where the *most important* contributions are being made in the first instance. Templates 1-4, at Annex E, should assist bodies with this process.

17. Government will play a role in bringing together the outcomes of different bodies. Sponsor Directorates (for NDPBs) working with DG Business units will work with Public Bodies to complete and assess corporate or business plans (including any templates) and will assist with the necessary connections or groupings of bodies. This will have regard to being **proportionate** – for example Government recognise that some bodies, by virtue of their specialist or supporting role, will have a very focused or specific contribution to the National Performance Framework.

Annex A (case studies 1-4) sets out some case study examples of early work on alignment of outcomes.

Alignment through the Business Planning Process - Timeline⁶

When?	What?	By Who?
September 2008	Issue of Guidance on Outcomes Based Approaches for Public Bodies	Government, through Sponsor Directorates or DG Business Units (for Agencies)
September	Refinement of guidance through further engagement and issue of Specific, Supplementary Guidance on strategic priorities where required.	Government, Sponsor Directorates or through DG Business Units.
September – December	Preparation or review of Corporate Plan covering two year period 2009-11 Preparation of a more detailed outcome focused Business or Operational Plan for 2009-10 (may be integrated with Corporate Plan if appropriate) Draft budget for 2009-11 agreed On-going engagement – meetings, seminars, support etc	Public Body (as required) Public Body (all) Public Body and Sponsor Directorate or through DG Business Units
November – December	Test alignment of Corporate or Business Plan with development of SOAs.	Public Body through the Government Sponsor Directorate / DG Business Units and the Community Planning Partnership where appropriate
December	Engagement between Public Bodies (NDPB Forum and ACE) and High Level Group to review integration of outcomes with SOAs.	Public Bodies and High level Group with engagement of Government.
January 2009	Confirmation of funding as set out in agreed spending review. Budget Bill laid before Parliament	Government, Finance.
January	Submission of Corporate Plan (where relevant) or Business Plan	Public Bodies to relevant Government Sponsor Directorate or DG Business Units.
February	Assessment of Corporate Plan (where relevant) or Business Plan. Bi-lateral meetings with Public Body if necessary.	Relevant Sponsor Directorates or through DG Business Units in conjunction with Strategy and Ministerial Support Directorate.
February [May be stipulated in the Framework document for some bodies]	Budget Bill passed by Parliament Grant-in-aid letter issued based on outcome focused Operational Plan and any further requirements	Government – Relevant Cabinet Secretary /Sponsor Directorates or through DG Business Unit.
June	2008/09 year-end progress report and summary of performance set against objectives as part of annual report (Purpose - to align with Government outcome reporting. It is recognised that Annual Report & Final Accounts are laid before Parliament later in the year)	Public Body
August	Issue Supplementary Guidance on Outcomes process and/or supplementary guidance on Outcomes themselves	Government, Public Bodies Policy Division and/or Government Sponsor Directorate

⁶ It is acknowledged that the stages outlined in this timeline are, in some cases, indicative due to the diversity of bodies and their differing arrangements. However, there is an expectation that all bodies will progress through these stages, as far as is reasonably practicable.

II. Collaborative Working Towards Purpose Targets and National Outcomes

18. In addition to ensuring the alignment / re-alignment of individual bodies' activity to outcomes, the most challenging aspect of the outcome based approach is in Public Bodies:

- working collaboratively to achieve the Government's overarching Purpose through the National Outcomes.
- working with local authorities, NHS Health Boards, police, fire and rescue, third sector organisations and communities themselves to achieve shared outcomes.

19. Partnership working is of course not new. There are many examples of Government and Public Bodies working together to encourage collaborative approaches to help deliver on key outcomes set out in the National Performance Framework, for example Scotland's Environmental and Rural Services (SEARS) which is a partnership of nine organisations (see case study 7). Where partnership working is already happening, creating a parallel structure for an 'outcome based approach' would not be necessary. There are also issues of capacity within public bodies, particularly smaller organisations. Annex A (case studies 5-8) sets out some case study examples of early work on collaborative working.

20. We should however be prepared to review and challenge existing activity. Where existing structures are not in evidence, or where they need refreshed or refocused, **Government (through its sponsor Directorates) will work with bodies and with local government to facilitate collaborative working built around National Outcomes and Purpose Targets.** Bodies should be ambitious in the depth of engagement they are prepared to consider in integrating their respective activities, considering opportunities to collaborate and streamline both at corporate level and at an operational or delivery level. Template 5, at Annex E, will help bodies to identify existing or potential collaborative partnerships. This information will help both bodies and Government to establish where bodies could work together to more effectively achieve outcomes and/or collectively achieve a greater range of outcomes and purpose targets than they may achieve by working on their own..

Outcome Based Approaches for Public Bodies and Single Outcome Agreement (SOAs)

21. The Concordat between central and local government marks a crucial new stage in the governance of Scotland. It sets out the terms of a new relationship between the Scottish Government and local government based on mutual respect and partnership. In addition, it also underpins the funding to be provided to local government over the period 2008/09 to 2010/11. One of the key components of the concordat is the creation of a Single Outcome Agreement between each council and the Scottish Government, based on the 15 National Outcomes and, under a common framework, local outcomes to take account of local priorities supported by streamlined external scrutiny and performance management.

22. The SOA will cover all local government services in each local authority area as well as a significant range of responsibilities of Community Planning Partnerships where local authorities have a significant part to play.

23. The first phase of the project, to deliver Single Outcome Agreements with each of the Councils in Scotland by 30 June 2008, has been delivered across all 32 Council areas. The intention, going forward, is to develop the SOAs to include Community Planning Partnerships and these will be agreed with the Government for introduction in 2009. However, about half of the initial Phase I SOAs already include some wider activity across the Community Planning partnership.

24. Template 6, at Annex E, has been designed to help Public Bodies map into Local Authority SOA's, by highlighting areas where they can contribute to the delivery of these SOA's, and not just where they may be listed as a partner. This template should be used for analysis (or as a crib sheet) to show where a body's work can link into local authorities' SOA's. This is intended to form the basis for further discussion on developing links.

25. Public Bodies are diverse. The structure of a Public Body flows from its purpose - most Public Bodies have a national remit, in some cases international. The purpose of this guidance is to provide a framework for public body alignment with the National Performance Framework. A key part of this will be their local engagement in Single Outcome Agreements which is of course not mutually exclusive from delivering on the NPF. There is no one-size-fits all solution as to how such participation or engagement for each body should materialise. Further dialogue and discussion will be required.

Public Body engagement in SOAs – key principles

- All Public Bodies will develop outcomes based approaches integrated into their corporate and business plans to deliver the National Performance Framework.
- Some Public Bodies have already been engaged in the development of SOA's.
- **All Public Bodies should give full consideration to maximising their engagement in Single Outcome Agreements being developed by Local Authorities through Community Planning Partnerships (CPPs).**
- **Engagement should be proportionate and will be determined by the purpose of the body and have regard to the capacity of the body.**
- There will be a core of key public bodies where engagement will be most critical – further dialogue will be necessary to identify such bodies.
- There will be a 'challenge' to the corporate and business plans of Public Bodies – both self challenge by the body itself and by Government - to assess the appropriate commitment to SOAs based on the function of the body.

- Some bodies will need to demonstrate their contribution to local agreements through national-level measures
- Where development of joint outcomes at an SOA level is not deemed appropriate (or possible) – for example measurement issues or capacity issues - bodies should seek to engage with groupings of CPPs at a regional or national level formally or informally as required. This should be considered with CoSLA and SOLACE [through the Public Bodies Strategic Group].
- In developing this outcome approach, **further engagement between Government, public bodies, CoSLA and SOLACE will be required through the High Level Group to ensure outcomes for Public Bodies complement SOAs.**

Leadership

26. Discussions on outcome based approaches to date has revealed the importance of leadership and vision in achieving what is viewed as a necessary culture change to achieve the aspirations set for Scotland in the NPF. The prize of achieving a positive shift in outcomes such as people's health, the quality of our natural environment or the strength of the economy is a significant incentive for those delivering public services. This is likely to require more creative and innovative ways of delivery. It may also imply stopping doing things that have not hitherto made the difference intended. This may imply a greater organisational flexibility – both within Government and within Public Bodies – and embracing risk as an opportunity to be managed. This discussion was taken on at the NDPB Conference in June (Beardmore) and flows from previous discussions at the Scottish Government Forum ('Airth') comprising leaders across a range of Public Bodies and local government. The leadership dimension will be supported through a collaborative programme across the public sector and working with the third sector and this will be further developed in the coming months.

Measuring and Monitoring Outcomes

27. The demonstration of progress towards meeting outcomes is undoubtedly challenging. There are a range of external factors at play, which will influence the direction of travel of particular outcomes, and seeking to isolate the relative influence of these factors has proved notoriously difficult. Also, determining the impact of a particular body or grouping of Public Bodies towards a particular outcome is difficult. The guidance is not suggesting we fall into a pattern of attempting to analyse the full range of inputs, outputs and processes and attempt to isolate their individual contribution to outcomes. However, proportionate performance measurement and reporting has an important role to play and will be fed in to the public reporting through Scotland Performs.

28. The Government has set out 45 national indicators and targets and there are also local indicators and targets which have been set by SOAs. If a National Indicator and associated target cannot be used to measure directly the contribution of a particular body, the Scottish Government's Analytical Services Directorate will be able to assist in giving advice on the formulation of suitable alternative indicators where necessary. It is also important that Public Bodies bear in mind that other data may still be required for other purposes. Analysis which includes examining disaggregation and other comparative data will remain necessary for evaluation and policy development.

29. Scottish Government (through the Scottish Government Implementation Group) are currently considering an Analytical Services plan which covers all performance management frameworks, local authority single outcome agreements and associated measurement issues. The aim is to provide an analytical advisory group which will consider performance and measurement issues and part of the remit of the group will be to support Public Bodies and others as they move towards an outcomes based approach to performance measurement. The analytical plan includes a variety of actions that will be of value to this process. The group will provide useful guidance on setting indicators and will address issues around measuring change and the successful monitoring of progress towards targets.

(Further detail on this will be provided at Annex C when further developed.)

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Argyll and Bute Community Planning Partnership – Management Committee**29 October 2008**

1. SUMMARY

The Equality and Human Rights Commission has requested meetings with all community planning partnerships. Ros Micklem, National Director of the Equality and Human Rights Commission Scotland, will meet with the full Community Planning Partnership on Friday 28 November 2008. Background to the Commission and further details about the seminar are provided below.

2. DETAIL

The Equality and Human Rights Commission (EHRC) is an independent body that was established in October 2007 as a result of the Equality Act 2006. It replaced the separate commissions that existed previously: Race Equality Commission, Disability Rights Commission and Equal Opportunities Commission.

The aim of the Equality and Human Rights Commission is to reduce inequality, eliminate discrimination, strengthen good relations, and to promote and protect human rights.

The purpose of the informal seminar on 28 November is to start a conversation between the Commission and community planning partners. Ros Micklem will lead a discussion including the following topics:

- a summary of the Commission's role and current priorities
- an update from partners on our achievements in equalities work and current developments
- any concerns / issues that partners have (including any thoughts about how the Commission could add value to our work)
- an overview of the Public Sector Equality Duties, the Commission's role in supporting and enforcing them, and the relationship of the Duties with the Concordat and the Single Outcome Agreement
- any views from partners on the proposals for the new Equality Bill and any hopes in terms of Scotland-specific implementation.

3. ACTION

Partners are invited to suggest items for the agenda and advise whether there are other topics that they would like to be included. Please contact Jennifer Swanson, Argyll and Bute Council, by 10 November 2008 with any feedback.

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ARGYLL AND BUTE COUNCIL HEALTH AND SOCIAL CARE STRATEGIC
PARTNERSHIP

COMMUNITY SERVICES

24th October 2008

TELECARE RESPONSE SERVICES

1. SUMMARY

- 1.1 This report has been prepared in response to concerns raised by the Police at the Community Planning Partnership Management Committee. The Police concerns relate to current response arrangements for telecare clients, both in sheltered housing and in the wider community and the impact this is having on their service delivery. A report has been submitted by the Police which sets out their position on this matter and is annexed to this report.

2. RECOMMENDATION.

- 2.1 That the Strategic Health and Social Care Partnership note the need to address the gap in emergency response services for vulnerable clients across the authority area and undertake a review of the provision of response services within the context of the older person's strategy.

3. DETAILS

- 3.1 There are two main providers of Telecare response services operating in Argyll and Bute, Hanover Telecare and Bield Response 24 (BR24). Both provide initial telephone responses to alarm activations. Physical responses then require to be provided by a third party and in the majority of cases this is a named key holder.
- 3.2 **Hanover Telecare** is contracted by the Council to provide 24/7 telephone response to alarm activations for 1226 dispersed alarms across Argyll and Bute. Hanover also provide the response for Argyll Community Housing Association's 227 sheltered housing tenants and Cairn Housing Association's 35 sheltered housing tenants in Campbeltown.
- 3.3 On activation of the alarm, the response centre will normally communicate directly with the client and/or named key holders and thereafter the emergency services depending on the situation. The majority of clients have more than one key holder and in the majority of cases, it is the key holder who responds. During the period April 2007 to March 2008 there were 26,021 alarm activations of which 885 required further action and of those, 64 were dealt with by the Police.

- 3.4 A more detailed analysis of data from Hanover Telecare, over the six month period, January to June 2008 shows that in 64% of cases the Police were not the appropriate agency to deal with the issue and attendance by health or care professionals would have been more appropriate. There were a variety of reasons for the Police being called and these are broken down by area and reason in the table below. The Police are automatically called to the domestic alarm incidents and these units are installed in partnership with the Police and Victim Support.

Police calls by Hanover Telecare Jan –Jun 2008.

Reason	Bute	Cowal	Kintyre	Mid Argyll	Lomond	Lorn	Mull	Islay	Total
Domestic alarm	1	3		2		1			7
No response	2	2	4	1	5	2	1	1	18
Intruder		1	3	2					6
Fall	1		1		3				5
Disturbance					1				1
Wandering alarm	1					1			2
	5	6	8	5	9	4	1	1	39

- 3.5 The second alarm response provider operational in Argyll and Bute is **Bield Response 24** which provides the alarm response service for the 10 sheltered housing complexes owned and managed by Bield Housing Association. Bield have provided data for the period 1st April 2008 to 30th September 2008 and during that period there were 4,016 calls of which 15 were referred to the Police.
- 3.6 In order to improve the situation the telecare service has initiated discussions with the Red Cross to provide volunteer key holders for those clients who only have one key holder. Initially a pilot is planned to commence in Bute, Cowal and Helensburgh in January 2009. However this addition to the response service will not resolve all the issues and as telecare and progressive care are developed to support people to remain living independently for longer in their own homes the issues are likely to increase over time.
- 3.7 The issues raised by the Police serve to highlight the gap in service provision to vulnerable clients. The situation is compounded by the fact that there is no longer provision of GP out of hours services as historically this service was utilised by the response services as another option to deal with emergency situations.
- 3.8 Technology is available to quickly alert services to a situation which requires a response. Health, Housing and Social Care providers need to find a solution to the current gap in service provision which leaves vulnerable people at risk when key holders are not available to respond.
- 3.9 The single outcome agreement recognises that the large increase in the older population has implications for the range of services which

need to be delivered. The issues raised in this report provide a practical example of how services need to adapt to meet the needs of our communities. Nationally the government has set an outcome that 'we live longer, healthier lives' and within this context Argyll and Bute has set a local target to 'increase the level of older people with complex care needs receiving care at home.' Services require to be redesigned to meet the challenges intrinsic to the achievement of these targets and outcomes.

4. CONCLUSION.

- 4.1 The development of telecare is a key contributor to national priorities which focus on supporting vulnerable people to live in their own homes. Within the Argyll and Bute context Health, Housing and Social Care partners are presented with significant challenges to deliver effective responses to alarm activations and this requires to be considered as part of any service redesign. The current position is untenable as inappropriate use is being made of Police and Ambulance resources.

Malcolm MacFadyen
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Argyll and Bute Council

01546 604412

For more information contact Moira MacVicar 01631 572184

ANNEX 1

POLICE REPORT REGARDING COMMUNITY ALARM SERVICES 'LB' SUB DIVISION.

INTRODUCTION

Strathclyde Police have recently raised concerns regarding the number of emergency alarm calls received within LB Sub Division (Argyll & Bute) from the following Housing Associations resulting in a review regarding the use of police resources:

Hanover (Scotland) Housing Association Ltd
95 MacDonald Road, Edinburgh. EH7 4NS

Bield Housing Association/Community Alarms
9 Hopetoun Street, Edinburgh, EH7 4QF

A review of the Police STORM system was carried out between 01/04/07 and 01/04/08 and a total of 131 calls were received from the aforementioned Housing Associations. Closer inspection of the incidents revealed that 98% (43/44) of the calls received from the Bield Housing Association related to issues of care for their clients where no staff member or carer was on duty at the material time.

It is not always possible for the Associations to determine why their client has activated their emergency alarm system as the client may not answer their telephone on call back or speak through the intercom provided. It is usually in situations such as these and out with office hours, when they will contact the Police for assistance to check on one of their residents.

49% (43/87) of the calls received from Hanover (Scotland) Housing Association also related to issues of care for their clients where no staff member or carer was on duty or available. Again they have the same issues as Bield whereby they are not always able to determine the reason for the activation of the alarm and contact the Police for assistance normally out with office hours.

The Police were justifiably called to 51% of incidents reported by Hanover. These were mainly Domestic abuse/violence alarms that had been allocated to provide valuable assistance in addressing domestic violence.

Examples of Incidents under review that the Police have been called to from both Housing associations and also from private housing where emergency alarms have been supplied, are as follows;

- Elderly residents falling out of bed and needing assistance.
- Resident falling within house and requesting police to attend after other services have refused to attend.
- Elderly residents who have used the emergency alarm and on arrival of the Police, it is established that they require an ambulance through injury or

illness.

- Elderly residents who have used the emergency alarm are deaf and unable to hear what is being said to them through the intercom facility provided by the Association or residents whose speech is difficult to understand due to their illness.
- Elderly residents who for whatever reason have become confused.
- Elderly resident who was stuck in her bath.

CURRENT POSTION

Where police officers have attended in the aforementioned situations, they are possibly not in a position to appropriately address the care needs of the individual.

Recent changes to warden cover regarding Sheltered Housing Complexes and the expansion of community alarm systems may also have an effect on the emergency alarm activation figures in the near future.

Police resources have also been requested to attend incidents at private dwellings regarding similar problems where key holders have been unavailable. Further enquiries have been carried out with other Local Authorities in the Strathclyde Police area, however similar problems were not encountered by other Police Divisions due to 'Out of Hours Services' etc being available.

The Police have certain duties in terms of the Police Scotland Act 1967 and Human Rights Legislation in relation to the prevention and detection of crime and protection of life and property. Following consultation with our Legal Services, the following advice was offered :

The police should attend –

'Where there is a reasonable basis for suspecting the commission of a crime or where there is a reasonable basis for suspecting some other emergency such as an immediate threat to life or property'.

CONCLUSION

This report is submitted to highlight Police concerns regarding emergency alarm activations in Argyll & Bute and to establish a more appropriate response.

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Argyll and Bute Community Planning Partnership**10th October 2008**

1. SUMMARY

1.1 The First Youth Focus held on the 17th June in the Council Chambers, Kilmory, was an opportunity for young people to explore what they wanted the meetings to achieve. We used fun exercises to build a picture of their views and develop an awareness of the outcomes we could achieve.

The next Youth Focus meeting will be held on 12th November, at which the two reps who attended the full partnership meeting on 4th July; Sean Johnstone and Ramsay Gray-Stephens, will give a report on their experience.

Our agenda will also cover the issues of equalities and performance management, in a fun and interactive manner. These issues were identified as relevant to young people and in line with the agenda of the full partnership.

The young people will again pick representative to attend the full partnership to put their views across. They will be fully supported by myself.

2. CONCLUSION

2.1 By discussing issues from the Full Partnership agenda, it is hoped that young people will be in a better position to feed into the Full Partnership and that Youth Focus can be a valuable reference group for partners.

For further information contact: Roanna Taylor Martin Turnbull

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Population Growth

Update report from the working group October 2008-

The on line questionnaire has proved to be a more successful way of collecting information with 6 partners having submitted responses and more known to be in the pipeline.

Whilst the partnership supported the initiative to try to find a project that would lead to new ways of working together to deliver the Scottish Government's targets on population growth it is by no means clear at the present time that this is a key driver for many partners.

One key element emerging from information received so far is that the majority of respondents are currently basing their forward planning on data indicating a declining population. This presents a challenge for the partnership if we are to work together in a meaningful way on any initiatives to attract people to live and work in Argyll and Bute.

A meeting of the working group is scheduled for 20 October to reassess the way forward and a verbal update will be provided at the management committee meeting.

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Neil – this is a note subsequent to our telephone conversation on 2 October about the potential for sharing office accommodation premises in the Oban area and an outline of the issue which was initially raised with me at the last meeting of the Community Planning Partnership on Friday, 4 July 2008. Andrew Campbell from SNH was aware of our potential office changes in Oban and had suggested at that meeting that we contact the Scottish Government regarding the potential for sharing of office facilities. In particular he mentioned the need for better meeting rooms in Oban for use of public sector bodies.

Regarding this latter point I think the facilities owned and occupied by Strathclyde Fire and Rescue give an excellent resource for medium sized meetings. On the subject of the potential for further sharing between the public sector I have spoken to a couple of folk in the Scottish Government ending up with the best contact being Maureen Garvie in their Estates Section in Edinburgh at 0131 244 4275. While Maureen was fairly sure that the direct property involvement of the Scottish Government in relation to Cameron House in Oban would be able to offer much by way of benefit to Council services, she did suggest that we speak with the Forestry Commission representative at their Dumfries office where the Head of Estates, Lawrie Tyson has his office. She also thought there would be some movement around the Department of Work and Pensions Building in Mathieson House and suggested two contacts in regard to that operation and also that of Her Majesty Revenue and Customs. These are as follows:-

DWP – Peter Munro – 0131 222 5133
HMRC – Andy Thomson – 0191 225 1401

As you progress our Options Appraisal perhaps you would make a point of getting in touch with the relevant players outlined in this note should there be a benefit to the overall public sector position in the Oban area.

Jean Millar on behalf of Andrew Law

Jean Millar
PA/Secretary to Director of Operational Services
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**Community Planning Partnership
2009 Meeting Schedule
all meetings to be held on a Wednesday at 10.00 am**

Full Partnership Meetings

Meeting 4th March – Council Chambers

Meeting 17th June – Council Chambers

Meeting 28th October – Council Chambers

Management Committee Meetings

Meeting 21st January – HIE Board Room, Lochgilphead – vc facilities

Meeting 18th March – Oban Fire Station

Meeting 20th May – Mid-Argyll Community Hospital – vc facilities

Meeting 22nd July – Mid-Argyll Community Hospital – vc facilities

Meeting 16th September – Oban Fire Station

Meeting 11th November – HIE Board Room, Lochgilphead – vc facilities

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