

# Public Document Pack

## ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP

21 November 2008

### Community Planning and Performance Management Seminar 28 November 2008 Council Chambers, Kilmory, Lochgilphead

#### AGENDA

**10.15 - 10.30 - REGISTRATION AND COFFEE**

**10.30 - 10.40 (10 MINS) - INTRODUCTION (DICK WALSH)**

**10.40 - 11.10 (30 MINS) - COMMUNITY PLANNING AND PERFORMANCE  
MANAGEMENT - THE WAY AHEAD (SALLY REID)**

**11.10 - 11.40 (30 MINS) - DISCUSSION**

**11.40 - 11.55 (15 MINS) - COFFEE**

**11.55 - 12.10 (15 MINS) - SINGLE OUTCOME AGREEMENTS - THE SCOTTISH  
GOVERNMENT PERSPECTIVE (PETER RUSSELL, RURAL  
DIRECTOR)**

**12.10 - 12.25 (15 MINS) - SOA PROCESS FOR 2009 (BRIAN BARKER)**

**12.25 - 12.45 (20 MINS) - WHAT HAPPENS NEXT? (SALLY REID)**

**13.05 - 13.15 (10 MINS) - CLOSE (DICK WALSH)**

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**Development of Area Committees**

**Discussion Paper**

**November 2008**

## 1 Introduction

- 1.1 The Member Seminar held on 22 September 2008 discussed future arrangements for delivering development control. During the discussion issues were raised in relation to the future development of the role of Area Committees. This paper takes forward these issues, within a wider Improvement Plan for the Council.
- 1.2 In a modern Best Value environment the Council is developing an overall Improvement Plan. This has a renewed focus on a Planning and Performance Management Framework (PPMF) which has Community Engagement as one of its strands. The role of Area Committees is a key element in that overall Improvement Plan.
- 1.3 It is also as well to remind ourselves of the original vision for Area Committees. During 1995/96 the Council developed its Decentralisation Scheme which saw Area Committees at the heart of a development which saw decentralisation as a process and not an end: "The overall aim, which will underpin decentralisation, will be to improve the quality and responsiveness of services provided by the Council to local communities."

The objectives of this process included -

- To enhance the role of local elected members and increase local decision making and accountability.
  - To provide more effective and responsive services by bringing services closer to the public and local communities.
  - To ensure that Council services take account of and reflect the diverse needs of local communities.
  - To encourage public participation and enable the public to influence and shape the design of services and the way in which the Council serves its communities.
  - To support economic development by the location of employment opportunities within local communities.
- 1.4 Many of the original objectives were to be taken forward within a policy of promoting community involvement and participation through the creation of Local Liaison Groups which were to perform a number of important roles, including: -
    - Identifying and prioritising local needs and contributing to the development of local plans and initiatives.
    - Commenting on the quality of local services and highlighting any problems or deficiencies.
    - Being consulted about and having the opportunity to comment on service development proposals as they affect the local area.
    - Providing an opportunity for joint working between the Council and various

community and voluntary organisations at a local level.

The original integrated concept of Local Liaison Groups has given way over the years to a vast range of customer and community involvement, which will for the future be harnessed within a Community Planning Community Engagement Strategy.

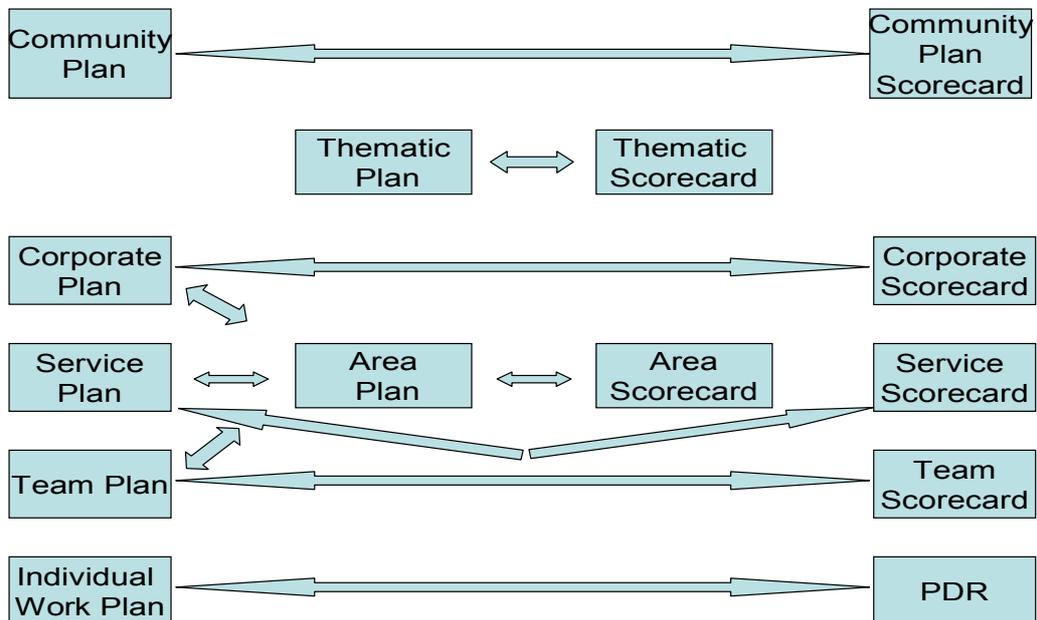
## 2 Summary Proposals

2.1 This paper envisages Area Committees –

- (a) Being a key component of the Council’s overall improvement plan
- (b) Playing a planning and performance management role within PPMF
- (c) Revitalising their community engagement role within a Community Engagement Strategy
- (d) Having an important role in local land use planning
- (e) Playing an enhanced role in the community planning framework
- (f) Continuing to perform functions delegated to Area Committees for the local discharge of Council functions, including local roads maintenance, road traffic regulation orders, local grants, local capital projects and other functions which fall within the local area

## 3 Planning and Performance Management Framework

3.1 The following diagram illustrates planning and performance at every level of the Council.



- 3.2 The framework sees an Area Plan to be developed taking the following types of information into consideration –

Community Engagement  
Corporate Plan  
Local Performance  
Local Risks

The Plan will contain proposed outcomes and actions which are measurable and costed and will be considered as part of the Council budget process.

Planning at each level is accompanied by a performance scorecard. For the Area Scorecard it might include -

- a) Local Plan outcomes and actions
- b) Local Performance Indicators
- c) and internal/external audit actions pertaining to that area
- d) Risk actions
- e) Budget performance where appropriate
- f) Any Best Value Reviews for the area

The performance scorecard will be made available to the public in an accessible manner.

- 3.4 Elected Members have an important role in the Planning and Performance Management Framework and are involved in a number of ways: -

#### Council

Approves the Corporate Plan and sets the budget

#### Executive

Approves the Corporate Plan for onward transmission to full Council

Monitors performance of Corporate Scorecard, which includes Corporate Plan and SOA

Monitors Departmental Scorecards

Spokespersons will have a role on reporting performance on their portfolio to the Executive

#### PPGs

Sets PPG Plans and monitors PPG scorecard (theme from Corporate Plan)

Works with the future development of thematic Community Planning groups linked to PPGs

Spokespersons will have a role on reporting performance on their portfolio to the relevant PPG

#### Area Committees

Sets Area Plan and monitors Area Scorecard

Works with the future development of Community Planning Area Partnership Groups linked to the Council's Area Committees

3.5 So in the context of an overall Improvement Plan where PPMF includes –

1. How the council plans and manages performance at each level, from community planning to an individual employee.
2. Linking the Framework to improvement activities such as best value reviews and risk management.
3. Reporting performance to the public.
4. Community Planning and performance management.
5. Using the Council's performance management software, Pyramid.

the role of Area Committees becomes clear as a key component.

Within the wider Community Planning Partnership PPMF sees the future development of Area Planning Partnership Groups linked to the Council's Area Committees accompanied by a relevant performance scorecard to provide relevant information to the Council, CPP partners and service users.

3.6 PPMF envisages the following role for Area Committees –

#### Area Planning

<b>Stakeholders</b>	Area Committees
<b>Vision</b>	Area Plan aligned to Corporate Plan.
<b>Plan and priorities</b>	Annual Area Plan containing area priorities.
<b>Translates downwards</b>	Service / unit plans identify activities to support area priorities.

#### Performance reporting

<b>Type of report</b>	Area scorecard
<b>Report to</b>	Area Committee
<b>Area Scorecard themes and measures</b>	<p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> <li>• Implementation of community engagement strategy and customer satisfaction</li> <li>• Progress against area priorities</li> <li>• Progress against relevant corporate priorities applied locally</li> <li>• Progress against relevant local community planning priorities</li> </ul> <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> <li>• Performance against budget where appropriate</li> </ul> <p>Corporate Health</p> <ul style="list-style-type: none"> <li>• SPIs/LPIs available at local level</li> <li>• Risk</li> </ul>

**4 Community Engagement Strategy**

4.1 The range of current community engagement activity in Argyll and Bute is extensive. The aim of a community engagement strategy is to provide a framework to support communities to participate in shaping the services they use, and so contribute to better service provision and improved quality of life. It moves consultation to involvement. The objectives which flow from this include -:

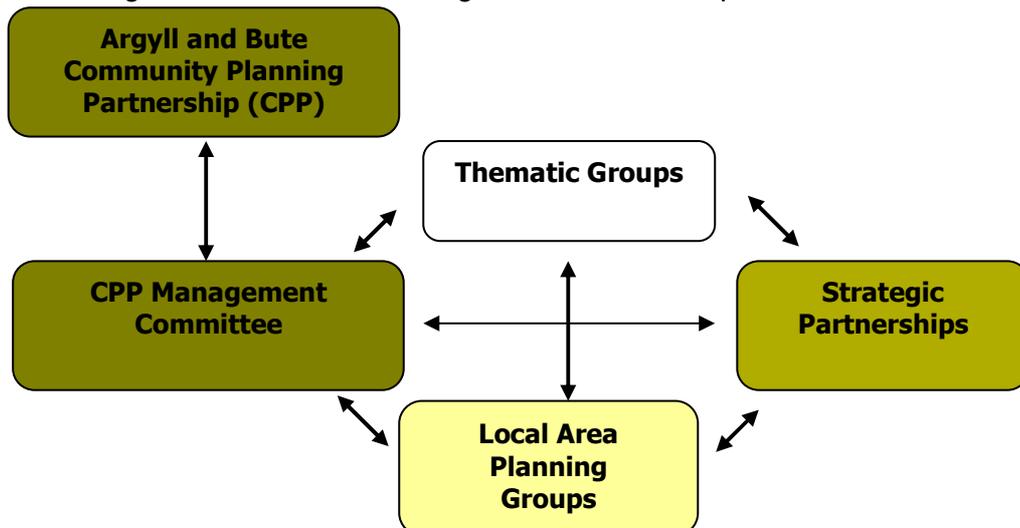
- Developing systems and processes which allow communities to engage
- Creating and communicating opportunities to engage
- Maintaining structures and information to support engagement
- Providing appropriate support to local people involved in the process
- Establishing systems to review the quality of outcomes from engagement

4.2 Community engagement is underpinned by a series of common engagement standards which recognise the need to co-ordinate and ensure engagement at a range of levels. Engagement may be at Council wide (strategic) level, area/smaller communities level, or by issue or theme (eg carers or young people).

4.3 All of these levels should make inputs to the Council/CPP processes, dependant on the nature of the issue under discussion. They also all have strengths in terms of encouraging community involvement, and generally experience suggests the strongest levels of engagement are at local community level or issue based level. So while the Community Engagement Strategy is in the process of being written, many parts of the engagement infrastructure will focus on geographic area and the diversity of communities in Argyll and Bute in which Area committees have a key role to play. There will be guidance provided for Area Committees on community engagement, including its role in relation to the development of area plans.

**5 Community Planning**

5.1 The Planning and Performance Management Framework provides –



High level aims within the Community Plan are translated into priorities which influence the corporate plans of the Council or one or more of its partners. Relevant Community Planning priorities will be included in the Single Outcome Agreement (SOA).

Different tiers of the Community Planning Partnership will participate in contributing to

the aims within the community plan and receive performance reports as follows:

- Management Committee: ultimately the Committee will monitor outcomes/actions within the Community Plan. At this stage the Committee will monitor the outcomes in the SOA relevant to Community Planning Partners.
- Thematic Partnership Groups: The future development of thematic groups linked to the Council's Policy and Performance Groups will be accompanied by a relevant performance scorecard to provide relevant information to the Council, CPP Partners and service users
- Area Planning Partnership Groups: The future development of Area Planning Partnership Groups linked to the Council's Area Committees will be accompanied by a relevant performance scorecard to provide relevant information to the Council CPP partners and service users.

## 6 Local Development Planning

- 6.1 A key role for Area Committees is in the planning process and is an explicit example of community engagement. A successful planning system depends on establishing and taking forward a clear spatial vision for the area based on realistic aspirations of the local community that can be supported by the Corporate aims of the Council.

In a climate of culture change in planning, the expectations of Members' involvement and engagement in the process are being redefined. There is a new emphasis on the development of effective partnerships, a better and more creative engagement with stakeholders and the expressions of a strategic vision for the future of their communities. These aspects are particularly relevant to the planning process when members have to balance the need for encouraging sustainable development with their role in representing the best interests of their communities and being seen to operate properly and impartially.

- 6.2 In particular, paragraph 49 of PAN 81 states "there is nothing to stop any councillor from discussing or debating planning policy and strategy, expressing views, or advocating proposals on policy and strategy. This applies to the development plan process, even though the development plan will provide the framework within which individual applications will be decided".

Councillors therefore have an increasingly important role to play in the formation of the Local Development Plan (LDP) given its enhanced status in the new Planning Act and its key role in determining future planning applications. It is therefore increasingly important that Councillors are closely involved throughout the local development plan process to ensure ownership and a comprehensive understanding of the policies and proposals contained within the plan. This involvement will take a considerable period of Councillor time, including time to receive adequate training, to ensure their inputs are meaningful and taken forward at key stages of the LDP process. Area Committees have a key role to play in this process particularly if Members have adequate time resources to participate fully and engage in LDP production. In the past Members have played a role at the end of the planning process in supporting or overturning officer advice on individual applications. Given the changing nature of the planning process the future role to support communities will come in the shaping of the new LDP to ensure there is a correct balance between professional opinion and democratic scrutiny.

- 6.3 Councillors in the future need to be closely involved to help determine all matters in the

following stages of the production of Development Plan Documents in the Local Development Plan (LDP):

(1) Pre-Production Stage – assembling the evidence base, commenting on issue papers and supporting strategies prepared by development planners, incorporating local visions and overseeing arrangements for community involvement. This could involve Members taking part in round table discussions, helping to integrate the local area strategy into the LDP, meeting with other key stakeholders of the plan and visiting settlements and possible allocated sites to assess the likely impact on local communities.

(2) Production Stage – To advise and make recommendations to the Executive and Council at certain stages of production of the LDP. To develop for example the required Development Plan Scheme that helps determine on what, when and how the development plan will be prepared including the development of a Participation Statement that identifies how the local community will be consulted and who should be involved. Members will be able to get involved through attending public meetings, bringing forward consensus, taking part in workshops and communicating with the local media to raise public awareness of the emerging LDP.

(3) Approve the Main Issues Report that identifies the key issues that face the area and what the LDP needs to do to address them.

(4) Approve the Strategic Environmental Assessment (SEA) that accompanies the LDP in order to help mitigate against environmental impacts.

(5) Assist in the review of representations made and help prepare the finalised draft LDP, report on public engagement and associated Action Programme for public comment.

(6) To consider and approve the content of Supplementary Planning Guidance that accompanies the LDP but will not be subject to a PLI.

(7) Assist in the consideration of responses to the LDP in an

effort to reduce objection prior to a public local inquiry (PLI) being held if necessary.

(8) To consider and approve the Council's response to the Reporter's finding on the LDP that will be binding on the Council.

In essence the Area Members will lead the development of the plans to support key corporate and local priorities, eg. land for affordable housing, business development opportunities, retail development, farm diversification by creating the opportunities at the outset of the process. This will see members taking a more positive enabling role in the planning process, rather than a regulatory role which from time to time brings them into conflict with individuals and communities.

## **7 Development Control**

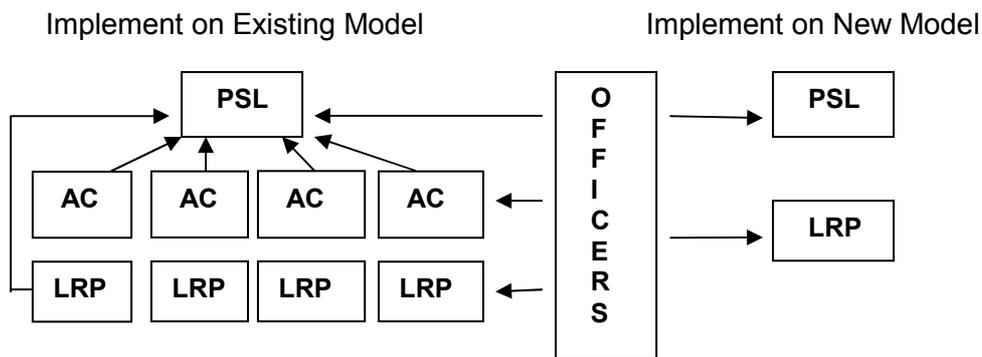
7.1 Is there a perception amongst some Members that if Development control is not undertaken by Area Committees this will represent a loss of a Member's power? It is important to recognise that the power in reality is to overturn professional advice. The

preceding section of this paper about Local Development Planning suggests the role Area Committees should have representing the best interests of their communities, leading the development of the plans to support key corporate and local priorities, and putting Members at the forefront of the planning process rather than at the end of it, where they have lesser and diminishing influence.

- 7.2 In the past the opportunities for departing from a planning officer recommendation were more, and the processes looser. Over the last 10 years the process has been made more robust by following the competent motion process which has ensured that motions were approved on the basis of material planning considerations. This process has been developed against increasingly complex planning considerations, enhanced public expectation, increased scrutiny, and the increasing possibility that to do otherwise attracts challenge to the Council and Councillors individually.
- 7.3 Over the last 18 months, officers have been signalling further changes impacting on the discretion of Members at the development control end of the planning process–
- 1 The new local plan is substantially based in absolute terms and this has led to a growing problem of definitions being a matter of fact rather than opinion
  - 2 The new plan is right up to date so the room for departure is much more difficult than when dealing with aged plans
  - 3 The import of European law has made it more difficult to find a competent motion albeit on a limited range of applications. The precautionary approach to assessment must be taken (Waddenzee case C-127/02) in Special Protection areas if there are competing bodies of expert advice
  - 4 The recent Aberdeenshire Council case is a watershed. It clearly states that when looking to justify a departure from the local plan or argue that a set of facts are consistent with the plan Councillors cannot arrive at a different view from the plan itself unless they can find relevant material planning considerations that were not in the knowledge of the plan makers; that is, something more recent eg. like new government guidance on planning.
- 7.4 All of these factors will make it much more difficult to depart from policy or place a unique interpretation on it to meet a certain local circumstance. It is suggested this negates or very severely circumscribes the perceived power that currently fuels a reluctance to change how we determine planning matters. The best way to resolve this dilemma is to devote a lot more time to making the plan enable that which Councillors wish to see done by undertaking the Local Development Planning role suggested in this paper. That can be achieved by doing a lot more locally based work on the correct policy choices and areas that are identified for development at the start of the process giving Members far more effective power than the currently perceived one.
- 7.5 A further point relates to pre-application consultation. The new planning act introduces statutory pre-application community consultation (for given types of application). If the four area committees are retained in the development control process Members would not be able to participate in this pre-application consultation. By default community councils might well become the big player in the pre-application consultation process. Section 4 of this paper suggests a community engagement role for Area Committees and the pre-application consultation process could be an extended part of this role which would also sit comfortably with the local development planning role mentioned in section 6.

7.6 The new planning regime will require some major strategic matters to be dealt with by the full Council. If we were to apply the new legislation utilising our current model we would then have the PSL dealing with some departure matters, then four area committee processes and in future four local review panels. Using the Council's current model places an unacceptable burden on Members and officers. It will place an impossible burden on Members who will simply not be able to cope with the number of hearings and everything else they have to do. There would also be a significant burden in terms of training for dealing with increasingly complex planning issues, dealing with complaints (which are an ever growing problem) and all within an increasing no competent motion scenario. There may well be a slow down in decision making given the possibility that a decision might have to go through two committee stages as well as pre-consultation.

The two scenarios maybe contrasted –



7.7 The impact for officers would mean, in addition to the PSL Committee and four Area Committees, four sets of area review panels to support, with a need to be resourced to handle more than one a day in different areas. The local review panels will need support from expert sources other than the planners who will be on the other side of the table arguing their case. In my view Corporate Services would need one FTE specialist planning lawyer, and a Committee Services officer (at a cost of around £70k), to support the Head of Democratic Services and Governance to undertake four local review panels. The Area Corporate Services Managers will still be running area committee business as currently, and supporting them further in the envisaged planning and performance management, community engagement and local community planning roles. ACSMs have also been undertaking PPG work. By contrast I believe it may be possible to support a model based around the PSL/regulatory cohort within current resources.

7.8 The Head of Planning would also need to revisit the full outcomes of the Brodies report. The Council has agreed to a central “technical team” to register and validate applications in terms of Brodies option 3. Option 5 provides for central core working whilst maintaining an area presence through the Customer Services Centres. The object was to enable the current resource to be allocated to processing the new “major” applications to ensure both speed of delivery and customer care. In this option the Area Team Leaders would also implement the scheme of delegation and work hand in hand with both the single planning committee (PSL) and the area committees in their pre-application consultation role. The implication of substituting area committees for the single planning committee would remove the economy of scale allowed by central core working which in turn would require increased resource to improve significantly the level of performance and customer care which was one of the drivers behind the Council undertaking the BV review which Brodies carried out.

- 7.9 There would be an increased workload for members who would all need to be experts on the new system and yet subject to the restrictions on discretion highlighted above. This paper suggests a more important role for Area Committees in which local development planning sits alongside community engagement, local community planning, and area service planning and performance management all within an integrated vision for the development of their area. This role provides a clearer indicator of an elected Member's value to their community than dealing with planning applications will in future.

**Nigel Stewart**

Director of Corporate Services

Nov 2008

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# **Argyll and Bute Council**

## **Corporate Planning and Performance Management Framework**



**Version 9**

**October 2008**

Contact: **Brian Barker**  
Policy and Strategy Manager

**Corporate Planning and Performance Management Framework**

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## 1 Introduction

This document sets out a Planning and Performance Management Framework for Argyll and Bute Council.

The Local Government in Scotland Act 2003 creates a duty for Councils to make arrangements which secure best value. Best Value is continuous improvement in the performance of the Council's functions. In measuring the improvement of the performance of a Council's functions the Act says: "regard shall be had to the extent to which the outcomes of that performance have been improved". It is also a duty to make arrangements to report to the public the outcome of the performance of the Council's functions.

In order to ensure continuous improvement, the Council requires a Planning and Performance Management Framework, as outlined in this document. **Appendix B** provides further detail on the Act and the accompanying statutory guidance.

Guidance has been developed to support officers and members to implement this Framework.

### 1.1 Overview of Planning and Performance Management Framework

The following topics are included in the Framework:

1. How the council plans and manages performance at each level, from community planning to an individual employee.
2. Council annual planning and performance reporting cycles including alignment with financial planning.
3. Linking the Framework to improvement activities such as best value reviews and risk management.
4. Reporting performance to the public.
5. Community Planning and performance management.
6. Using the Council's performance management software, Pyramid.

Planning at each level is accompanied by a performance scorecard incorporating the following themes:

- a) Outcomes and customer focus
- b) Making the best use of our resources
- c) Corporate health
- d) Improving for the future

Further details about this will be provided in the Service Planning Guidance.

### 1.2 Quality Control

Guidance for creating plans and performance scorecards is available from the Policy and Strategy Team. Each Department has identified a Performance Officer with responsibility to support managers in performance management within the Department.

### 1.3 Evaluating the Framework

This Planning and Performance Management Framework was agreed by SMT in October 2008. This document will be subject to review in 2009 and on a regular basis thereafter. This will ensure that the process:

- continues to be appropriate for the Council
- is helping to achieve real improvement to council services
- demonstrates best value principles (i.e. it is efficient, economic, etc).

The Policy and Strategy Team will take a lead to review, and report to the Strategic Management Team.

### 1.4 Resources and Help

For queries about and feedback on the framework, please contact the key officer for the relevant Department:

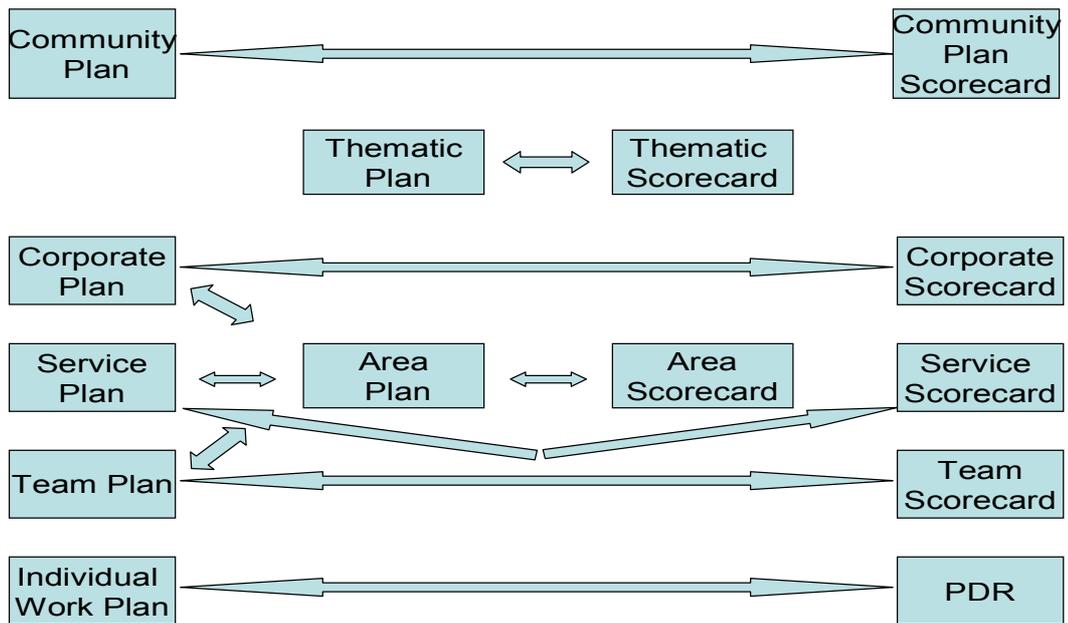
Chief Executive Services	Bruce West Jennifer Swanson
Community Services	Donald MacVicar Chris Shirley
Corporate Services	Tom Millar
Development Services	Dave Tomlinson
Operational Services	Sandy MacTaggart

or contact the Policy and Strategy Manager:

Brian Barker – 01546 604436

## 2 Council Planning and Performance Management Framework

The following diagram illustrates planning and performance at every level of the Council. More details about planning and performance management are given in Appendix A.



### 3 Council Annual Planning and Performance Reporting Cycles

#### **3.1 Finance and Service Planning**

The integration of finance and service planning is a key part of this Corporate Planning and Performance Management Framework. In practice this means calculating the costs of proposed priorities and aligning priority-setting with the budget-setting priorities, so that priorities are resourced and can be achieved.

Each year a guide will be produced detailing the process and timetable for corporate/service planning and budgeting.

Planning at all levels within Departments should correlate with the above e.g. service and unit plans are drafted in alignment with the Corporate Plan.

#### **3.2 Performance Management Cycle**

Formal performance management occurs at the top of the organisation. The Framework provides for Corporate, Departmental/Service, Area and Thematic performance reports incorporating a performance scorecard which will be reported on a quarterly basis. The Corporate scorecard will be reported to the SMT and the Executive. The Departmental scorecards will be reported to the Chief Executive and the Executive. Service scorecards will be reported to the relevant DMT. The Area scorecard will be reported to the relevant Area Committee and the Thematic scorecard to the relevant PPG.

## 4 Planning and Performance Management and the Improvement Agenda

The Planning and Performance Management Framework is a central component of the improvement agenda for the Council. The Framework draws together many improvement activities to ensure that improvement is taking place.

For example, in addition to alignment with financial planning, service planning and performance management plans, should be informed by and track implementation of the following activities:

- quarterly corporate and service performance reports
- engagement with stakeholders
- improvement plans resulting from: best value reviews, internal / external audits / inspections and equalities impact assessments.
- risk registers, which are reviewed annually
- higher level plan, eg Community Plan, Corporate Plan
- statutory performance indicators
- other performance information.

### 4.1 Single Outcome Agreement

All outcomes contained in future Single Outcome Agreements will derive from the Corporate Plans of the Council and Community Planning Partners. Measurement of the Single Outcome Agreement will be achieved via these Plans.

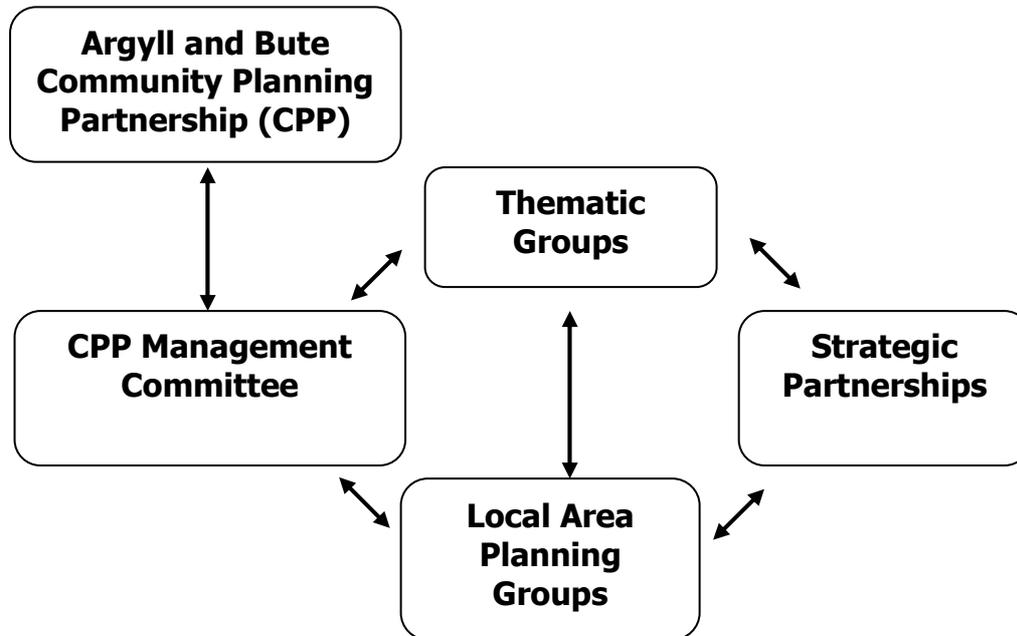
## 5 Public Performance Reporting

The Council's Public Performance Reporting Framework sets out the basis for making information available in a way which is engaging and relevant to service users, including providing the Corporate, Departmental, Area and Thematic Scorecards online.

## 6 Community Planning and Performance Management

### 6.1 Community Planning Framework

The Planning and Performance Management Framework provides –



High level aims within the Community Plan are translated into priorities which influence the corporate plans of the Council or one or more of its partners. Relevant Community Planning priorities will be included in the Single Outcome Agreement (SOA).

Performance against the Community Plan will be appraised by each partner monitoring its own performance (through the Council's performance management system, Pyramid) and reporting progress to the CPP Management Committee. Performance against local and thematic community plans which are developed within the overall community planning framework will be measured using a scorecard created within Pyramid.

### 6.2 Performance Management

Different tiers of the Community Planning Partnership will receive performance reports as follows:

- **Management Committee:** ultimately the Committee will monitor all outcomes/actions within the Community Plan. At this stage the Committee will monitor the outcomes in the SOA relevant to Community Planning Partners.
- **Thematic Partnership Groups:** The future development of thematic groups linked to the Council's Policy and Performance Groups will be accompanied by a relevant performance scorecard to provide relevant information to the Council,

CPP Partners and service users

- Area Planning Partnership Groups: The future development of Area Planning Partnership Groups linked to the Council's Area Committees will be accompanied by a relevant performance scorecard to provide relevant information to the Council CPP partners and service users.

## 7 Pyramid Performance Management System

The Council has a performance management software system called Pyramid, which is used to record performance and generate performance reports. By spring 2009 all Council services will be using the system for performance management. The creation of corporate, department, service, thematic and area scorecards will be completed during 2008/9 to provide the key management information required at all levels in the organisation and to measure achievement of Corporate Plan and Single Outcome Agreement deliverables. The Council will provide an interface to enable community planning partners to record the performance management information required to measure their contribution to SOA deliverables. Ultimately this will be used to monitor all priorities contained within the Community Plan.

For more information, contact the Performance Manager:

David Clements – 01546 604205

## 8 Role of Elected Members

Elected Members have an important role in the Planning and Performance Management Framework.

### Council

Approves the Corporate Plan and sets the budget

### Executive

Approves the Corporate Plan for onward transmission to full Council

Monitors performance of Corporate Scorecard, which includes Corporate Plan and SOA

Monitors Departmental Scorecards

Spokespersons will have a role on reporting performance on their portfolio to the Executive

### PPGs

Sets PPG Plans and monitors PPG scorecard (theme from Corporate Plan)

Works with the future development of thematic Community Planning groups linked to PPGs

Spokespersons will have a role on reporting performance on their portfolio to the relevant PPG

### Area Committees

Sets Area Plan and monitors Area Scorecard

Works with the future development of Community Planning Area Partnership Groups linked to the Council's Area Committees

## 9 Benefits

The benefits of a risk based approach to planning are:

- A risk based approach to Corporate Planning
- Plans at each appropriate level of Council
- Clarity of strategic direction and performance management at all levels of Council
- Single Outcome Agreement aligned with Community Plan, Corporate Plan and service plans
- Costed plans which inform Members of budget implications in deciding what the Corporate Plan, Service Plans and Area Plans should contain
- A budget approach to allow for a higher degree of policy led budgeting
- Alignment of all Council Plans
- A Performance Management Framework which allows for performance management to be undertaken at the most appropriate levels across the Council.

## Planning and Performance Management – Detail

### 1 Community Planning

<b>Stakeholders</b>	All formal Community Planning partners; service users; communities
<b>Structure</b>	1 CPP Management Committee ; range of partnership groups; thematic and area partnerships under consideration
<b>Vision</b>	Argyll and Bute Community Plan
<b>Plan and priorities</b>	Review Community Plan and inform Single Outcome Agreement
<b>Translates downwards:</b>	Community Plan informs Council Corporate Plan (and in turn Departmental/Service plans) and those of partners. Appropriate Community Planning Partner indicators tracked in Pyramid.  Planning and performance information also cascades to inform possible future thematic and area partnerships.

### Performance Reporting

<b>Type of report</b>	Performance scorecard on the Community Plan and the SOA
<b>Measurements</b>	Indicators to be outlined in CPP scorecard.
<b>Report to</b>	Community Planning Management Committee  Public annually
<b>Scorecard themes</b>	To be determined by CPP partners

## 2 Corporate Planning

<b>Stakeholders</b>	Council/Executive; PPGs; Area Committees; SMT; service users; communities
<b>Vision</b>	Aligned Community Plan/Corporate Plan/Area Plans and SOA informed through Community Engagement Strategy. Revised Corporate Plan and SOA by February 2009.
<b>Plan and priorities</b>	Review Corporate Plan and SOA
<b>Translates downwards:</b>	Departmental/service plans, area plans and the work programmes of PPGs designed to achieve corporate plan priorities. Service plans in turn inform unit plans and individual work programmes. Corporate priorities also translate down into thematic plans, e.g. Customer First strategy; Human Resources and asset management strategies.

## Performance Reporting

<b>Type of report</b>	Corporate; Departmental; Service; Thematic and Area scorecards
<b>Report to</b>	Corporate scorecard to SMT and Executive; Departmental scorecard to Chief Executive and the Executive; Service scorecards to DMT; area scorecards to Area Committees and thematic scorecards to PPGs, quarterly. Public reporting on website
<b>Corporate Scorecard themes and measures</b>	<p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Progress against corporate priorities</li> <li>• Progress against SOA deliverables</li> <li>• Progress against relevant community planning priorities</li> </ul> <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> <li>• Performance against budget</li> </ul> <p>Corporate Health</p> <ul style="list-style-type: none"> <li>• Sickness absence</li> <li>• Turnover</li> <li>• SPIs/LPIs</li> <li>• Risk</li> </ul> <p>Improving for the Future</p> <ul style="list-style-type: none"> <li>• Best Value Reviews</li> <li>• Internal/external audits/inspections</li> <li>• Electronic service delivery</li> </ul> <p>As appropriate reports will also include measures of equalities and sustainability.</p>

### 3 Service Planning

<b>Stakeholders</b>	SMT, DMTs and Executive
<b>Vision</b>	From Corporate Plan and SOA
<b>Plan and priorities</b>	Service Plan containing service priorities.
<b>Translates downwards</b>	Unit plans identify activities to support Service priorities and area/thematic plans as appropriate.

### Performance reporting

<b>Type of report</b>	Service or Departmental scorecard.
<b>Report to</b>	Service scorecard to DMTs; key information from Service scorecards incorporated into Departmental scorecard to Executive
<b>Balanced Scorecard themes and measures</b>	<p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Progress against Service priorities</li> <li>• Progress against SOA deliverables</li> <li>• Progress against relevant corporate priorities</li> <li>• Progress against relevant community planning priorities</li> </ul> <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> <li>• Performance against budget</li> </ul> <p>Corporate Health</p> <ul style="list-style-type: none"> <li>• Sickness absence</li> <li>• Turnover</li> <li>• SPIs/LPIs</li> <li>• Risk</li> </ul> <p>Improving for the Future</p> <ul style="list-style-type: none"> <li>• Best Value Reviews</li> <li>• Internal/external audits/inspections</li> <li>• Electronic service delivery</li> </ul>

#### 4 Area Planning

<b>Stakeholders</b>	Area Committees
<b>Vision</b>	Area Plan aligned to Corporate Plan.
<b>Plan and priorities</b>	Annual Area Plan containing area priorities.
<b>Translates downwards</b>	Service / unit plans identify activities to support area priorities.

#### Performance reporting

<b>Type of report</b>	Area scorecard
<b>Report to</b>	Area Committee
<b>Area Scorecard themes and measures</b>	<p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> <li>• Implementation of community engagement strategy and customer satisfaction</li> <li>• Progress against area priorities</li> <li>• Progress against relevant corporate priorities applied locally</li> <li>• Progress against relevant local community planning priorities</li> </ul> <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> <li>• Performance against budget where appropriate</li> </ul> <p>Corporate Health</p> <ul style="list-style-type: none"> <li>• Local Sickness absence</li> <li>• Local Turnover</li> <li>• SPIs/LPIs available at local level</li> <li>• Risk</li> </ul>



## 5 Thematic Planning

<b>Stakeholders</b>	Policy and Performance Groups
<b>Vision</b>	From Corporate Plan and SOA
<b>Plan and priorities</b>	Annual Work Plan to support and scrutinise thematic elements of Corporate Plan
<b>Translates downwards</b>	Service plans identify activities to support thematic corporate priorities. Other thematic plans eg Customer First strategy, HR strategy, Equality and Diversity Scheme, etc report to the appropriate body which may be a Strategic Board.

## Performance reporting

<b>Type of report</b>	Thematic scorecard
<b>Report to</b>	Policy and Performance Group
<b>Thematic Scorecard themes and measures</b>	<p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Progress against relevant corporate priorities</li> <li>• Progress against relevant SOA deliverables</li> <li>• Progress against relevant community planning priorities</li> </ul> <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> <li>• Performance against budget</li> </ul> <p>Corporate Health</p> <ul style="list-style-type: none"> <li>• Relevant SPIs/LPIs</li> <li>• Risk</li> </ul> <p>Improving for the Future</p> <ul style="list-style-type: none"> <li>• Best Value Reviews</li> <li>• Internal/external audits/inspections.</li> </ul>

## 6 Unit Planning

The Planning and Performance Management Framework assumes that plans and performance reports are used at all levels of the organisation. .

<b>Stakeholders</b>	Heads of Service, Managers
<b>Vision</b>	From Corporate, Area and Service Plans
<b>Plan and priorities</b>	Unit plan containing team priorities. Updated annually, linking up to service plan
<b>Translates downwards</b>	Links to individual work plans aligning personal professional development ultimately towards achieving the corporate goals of the Council

### Performance reporting

<b>Type of report</b>	Performance report on unit plans.
<b>Measurements</b>	Unit indicators to be identified. May include indicators used in higher level reports (e.g. service performance report) if appropriate
<b>Report to</b>	Head of Service or appropriate manager quarterly
<b>Unit Scorecard themes and measures</b>	<p>Units indicators need to be appropriate to the unit's purpose and location.</p> <p>Outcomes and Customer Feedback</p> <ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Progress against relevant priorities (linking up to the next tier)</li> </ul> <p>Making the Best Use of Our Resources</p> <ul style="list-style-type: none"> <li>• Performance against budget</li> </ul> <p>Corporate Health OR Processes</p> <ul style="list-style-type: none"> <li>• Sickness absence</li> <li>• Turnover (not necessary in a small team)</li> <li>• Relevant SPIs/LPIs</li> <li>• Risk</li> </ul> <p>Improving for the Future</p> <ul style="list-style-type: none"> <li>• Relevant Best Value Reviews</li> <li>• Relevant Internal/external audits/inspections</li> <li>• Electronic service delivery</li> </ul> <p>The report should also include relevant measures of equalities and sustainability.</p>

## 7 Individual Planning

<b>Stakeholders</b>	Manager and individual
<b>Vision</b>	From Corporate, Service and Unit Plans
<b>Plan and priorities</b>	Personal Development Review / Continuous Professional Development Plan

## Performance reporting

<b>Type of report</b>	PDR meeting with manager
<b>Measurements</b>	Regular progress reviews with managers. No strictly defined indicators
<b>Report to</b>	Plan annually – review 6 monthly
<b>Mechanism</b>	<p>Personal Development Review (PDR) or Continuous Professional Development</p> <p>A scorecard is not used. The PDR is used to discuss progress against individual priorities and support actions to improve.</p>

## Best Value Statutory Guidance

The following is an extract from the Local Government in Scotland Act 2003:

### **1 Local authorities' duty to secure best value**

- (1) It is the duty of a local authority to make arrangements which secure best value.
- (2) Best value is continuous improvement in the performance of the authority's functions.
- (3) In securing best value, the local authority shall maintain an appropriate balance among-
  - (a) the quality of its performance of its functions;
  - (b) the cost to the authority of that performance; and
  - (c) the cost to persons of any service provided by it for them on a wholly or partly rechargeable basis.
- (4) In maintaining that balance, the local authority shall have regard to-
  - (a) efficiency;
  - (b) effectiveness;
  - (c) economy; and
  - (d) the need to meet the equal opportunity requirements.
- (5) The local authority shall discharge its duties under this section in a way which contributes to the achievement of sustainable development.
- (6) In measuring the improvement of the performance of a local authority's functions for the purposes of this section, regard shall be had to the extent to which the outcomes of that performance have improved.
- (7) In this section, "equal opportunity requirements" has the same meaning as in Section L2 of Part II of Schedule 5 to the Scotland Act 1998 (c.46).

### **13 Publication by local authorities of information about finance and performance**

- (1) It is the duty of a local authority to make arrangements for the reporting to the public of the outcome of the performance of its functions.

### **17 Community Planning Reports and information**

- (1) A local authority shall publish from time to time reports on how it has implemented its duties under section 15 above, on what has been done by way of community planning in its area, on what were the results of that which was done and on what action has been taken to comply with section 59 below in the course of community planning.
- (2) A report on the results of what was done by way of community planning made under subsection (1) above shall include information about the improvement in the outcome of the performance of the functions and activities of the persons who participated in community planning during the period of the report.

The following is extracted from the Scottish Executive statutory guidance on Best Value.

### Chapter 1: Commitment and Leadership

No	Guidance	Guidance Sub-section
2	That members have discussed, agreed and taken ownership of a vision (i.e. set of expectations) of where they see the local authority's services in 3-5 years' time and how the key elements of Best Value will contribute to those objectives. These key elements include:	<p>a) The need to secure continuous improvement;</p> <p>b) The need to provide customer and citizen focused public services;</p> <p>c) The need to achieve the best balance of cost and quality in delivering services;</p> <p>d) The need to have regard to economy, efficiency, effectiveness and the equal opportunity requirements;</p> <p>e) The need to contribute to the achievement of sustainable development;</p>
4	That members and senior managers ensure their approach to Best Value is reflected clearly in all mission statements, strategies, and plans at a corporate and service level. These in turn integrate priorities identified through community planning and show clearly how the authority is working with major partner organisations to provide services that meet stakeholder and community needs.	
5	That objectives and targets in mission statements, strategies and plans are realistic and achievable, are matched to financial and other resources and are explicitly translated into clear responsibilities for implementation.	

### Chapter 3: Sound governance at a strategic, financial and operational level.

No	Guidance	Guidance Sub-section
A	A framework for planning and budgeting that includes detailed and realistic plans linked to available resources, to achieve the authority's goals (including community planning commitments) at a service delivery level. This means:	<p>2. That these actions are integrated with other operational activities to produce clear, cohesive plans across the whole authority that are agreed by elected members.</p> <p>3. That the authority's financial, human and operational resources are matched to its priorities through the integration of its service and budget planning processes.</p> <p>5. That action is taken in the next planning round to learn from success and address areas of under-performance.</p> <p>6. That other key processes are linked to or integrated with the planning cycle, including strategic analyses, stakeholder consultations, fundamental reviews, performance management, staff appraisal and development schemes, and public performance reporting.</p>
B	Effective performance management systems, which include the use of external comparison, through which performance issues can be identified, monitored and addressed	6. That performance is reported on systematically to management, elected members, users and the public. The information provided in each case is relevant to its audience and clearly shows whether strategic and operational objectives and targets are being met. The reports are honest and balanced, and include information about what improvements are required during the forthcoming period.

## Chapter 4: Sound management of resources:

Num	Guidance	Guidance Sub-section
3	That employees are treated as a key strategic resource and the authority ensures that it has the organisational capacity to implement its plans and make full use of its staff. Staffing requirements are explicitly related to strategic and operational objectives in terms of numbers, skills, knowledge, deployment, and organisational structure.	

## Chapter 6: Competitiveness, trading and the discharge of authority functions

No	Guidance	Guidance Sub-section
1	That service plans and business plans explicitly justify the nature and scale of work for which trading operations are required.	

## Chapter 7: A contribution to sustainable development

No	Guidance	Guidance Sub-section
2	That contributing to the achievement of sustainable development is reflected in the authority's objectives and highlighted in all strategies and plans at corporate and services level.	
4	That 'quality of life' indicators are identified to measure performance in contributing to the achievement of sustainable development and reported to the public.	

## Chapter 8: Equal opportunities arrangements

No	Guidance	Guidance Sub-section
1	That the encouragement of equal opportunities and meeting the equal opportunities requirements are reflected in the authority's objectives and highlighted in all plans at corporate and service level.	
3	That there is a commitment at both elected member and officer level to mainstream equalities within the Best Value framework:	c) equalities performance measures are identified to measure their performance in the delivery of equal opportunities and reported to the public;

## Chapter 9: Joint Working

No	Guidance	Guidance Sub-section
2	That the authority is committed to working with partner organisations to ensure a joined up approach to meeting the needs of its stakeholders and communities. This includes:	a) agreeing respective roles and commitments; b) integrated management of resources where appropriate; c) effective monitoring of collective performance; d) joint problem solving.
5	That in undertaking its Community Planning duties the authority takes forward the joint vision of Community Planning Partnership and integrates joint objectives into its planning mechanisms.	

## Chapter 10: Accountability

No	Guidance	Guidance Sub-section
1	That the authority has identified what information stakeholders need in order to form a view on the performance of the authority. It recognises that different sections of the community will have different needs in terms of getting information and responds accordingly. It presents this information in a form that people find useful, accessible and that allows stakeholders to form a clear view of the authority's overall performance.	
2	That in terms of its approach to Public Performance	a) Has clearly identified what information will be provided at a service activity level and which at a corporate level; b) Derives the information utilised in Public Performance Reporting from its performance management and information systems;

No	Guidance	Guidance Sub-section
	Reporting, the authority:	<p>c) Considers a range of media and conveys this information in one or a number of ways that make it easy for stakeholders to find out what they want to know;</p> <p>d) Includes clear guidance as to where and how stakeholders can access more detailed information on specific topics;</p> <p>e) Presents the information in a clear, easy-to-understand and concise form taking account of equalities and accessibility issues;</p> <p>f) Has an accessible feedback system which encourages stakeholders to comment on the information and mechanisms of Public Performance Reporting, and ensures this feedback is reviewed regularly to inform improvement activities.</p>
3	That the content of the authority's Public Performance Reporting is easy to understand and concise and includes:	<p>a) Information on what services the authority provides, what people can expect of them, and how people can get access to them;</p> <p>b) Information on what the authority has learned from consultation about what matters to its stakeholders and what it is doing to respond to these concerns;</p> <p>c) Information that shows how the authority is working with other bodies to best meet the needs of its communities through Community Planning;</p> <p>d) Information that allows the public to see that the authority is spending its money wisely and achieving value for money on behalf of its communities. It shows clearly that the authority is eliminating waste, focusing on priorities, achieving value for money, and doing things that work;</p> <p>e) Information that provides a rounded, honest and balanced picture of how the authority is performing;</p> <p>f) Trend information, comparative information, and performance against targets or benchmarks to help stakeholders assess how performance is changing;</p> <p>g) Information on what the authority is doing to improve its performance and impact, what targets it has for improvement, and what improvements have been achieved since it last reported.</p>
4	That the authority has regard to guidance produced under s13 in relation to reporting financial and performance information matters.	

# **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 Bodies<sup>1</sup> 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 public<sup>2</sup>. 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 bodies<sup>3</sup>.

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 Bodies<sup>4</sup>.

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<sup>1</sup>The [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.

<sup>2</sup> 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)

<sup>3</sup> 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.

<sup>4</sup> 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 outcomes<sup>5</sup>.

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<sup>5</sup> 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 - Timeline<sup>6</sup>**

<b>When?</b>	<b>What?</b>	<b>By Who?</b>
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

<sup>6</sup> 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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# **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 planning<sup>1</sup>. 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.

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<sup>1</sup> 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 HLHG 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 HLHG 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 HLHG in due course.

(Although subsequent interim reports in April of each year will not be required, the HLHG 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 :				
Local Outcome/s	Indicator/s (noting frequency / type / source)	Baseline at 2007-08	'Progress' target/s to 2011-12	'End' target/s & timescale/s
N.B. Links to other relevant National Outcomes may also be noted in this section.				
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**

<b>Indicator</b>	<b>Target</b>
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**

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

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

**Key Terms (to follow)**

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

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## Constitution

### 1 INTRODUCTION

- 1.1. Effective community partnership working is essential if we are to deliver local outcomes within the new national framework. As Community Planning partners we must demonstrate that we have a joined up, effective and efficient Community Planning Partnership. This document is being developed to enable us, as a partnership, to demonstrate our commitment to the continuous improvement and effective delivery of Community Planning in Argyll and Bute.
- 1.2. The removal of ring-fenced funding and increasing involvement of local communities in setting priorities requires partners to collaborate effectively.
- 1.3. As the link between funding and outcomes develops, it is critical that partners successfully integrate the benefits of a multi-agency approach to planning improved service delivery.
- 1.4. The Local Government in Scotland Act (2003) places a statutory duty on Councils to lead and facilitate Community Planning. There is also a corresponding duty on a range of partners to participate locally.
- 1.5. As well as the commitment from partners to work together to provide better public services the community planning process ensures people and communities are genuinely engaged in discussions and can influence the decisions made that affect them.
- 1.6. Argyll and Bute Council is required to ensure financial accountability as the recipient of grants and other community planning funding streams.

## 2 COMMUNITY PLANNING IN ARGYLL AND BUTE

2.1. The Argyll and Bute Community Plan was published in July 2007 and is acknowledged as the guiding document for strategic planning by all partners.

2.2. Key Themes of Argyll and Bute Community Plan 2007-2017

### Outstanding Environment

- Natural Environment
- Climate Change

### Vibrant Communities

- Culture, Arts and Sport
- Regeneration
- Robust and Dynamic Economy
- Housing
- Healthy and Safe Communities

### Forward Looking

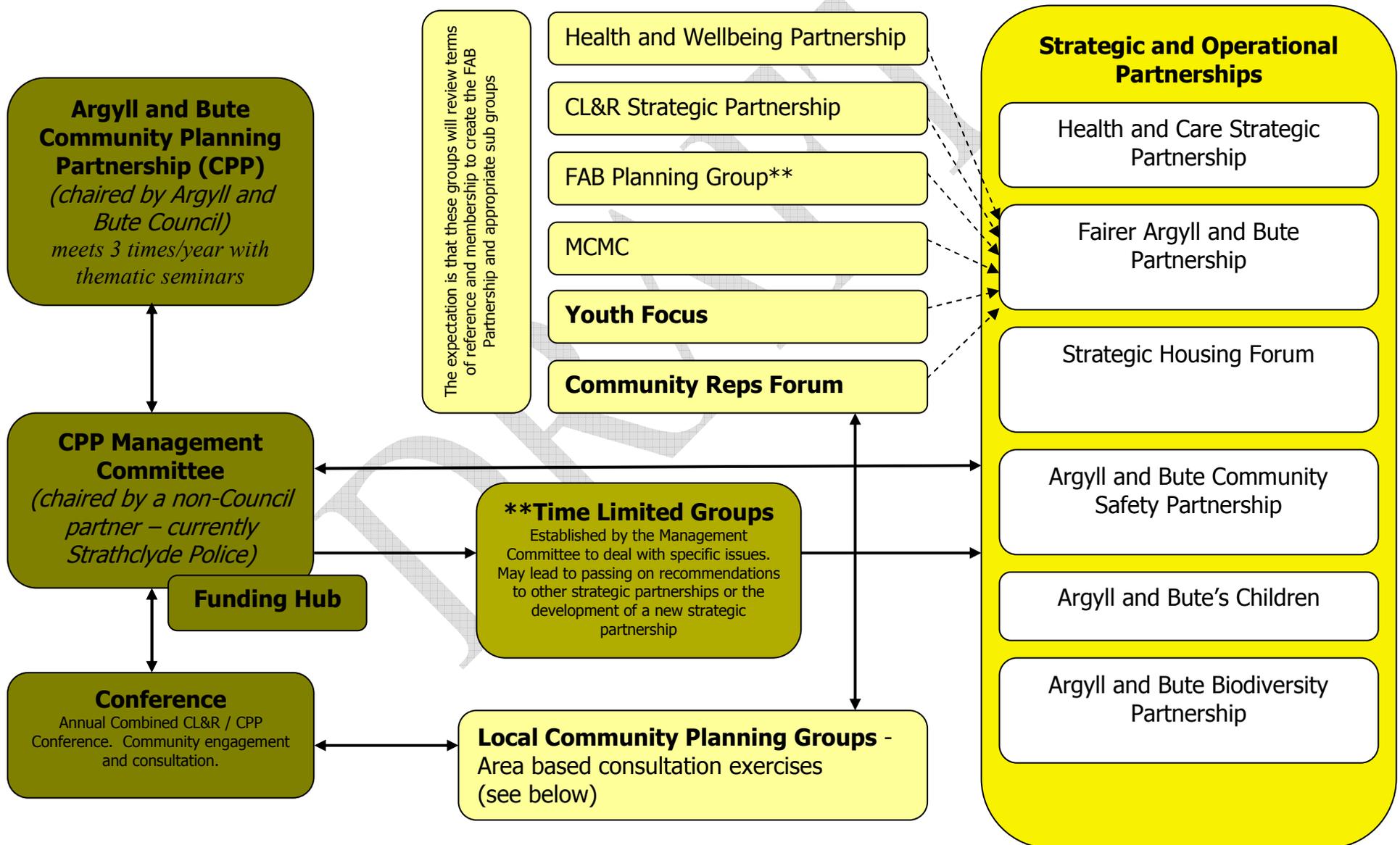
- Transforming Public Services
- Better Connections

2.3. Single Outcome Agreement

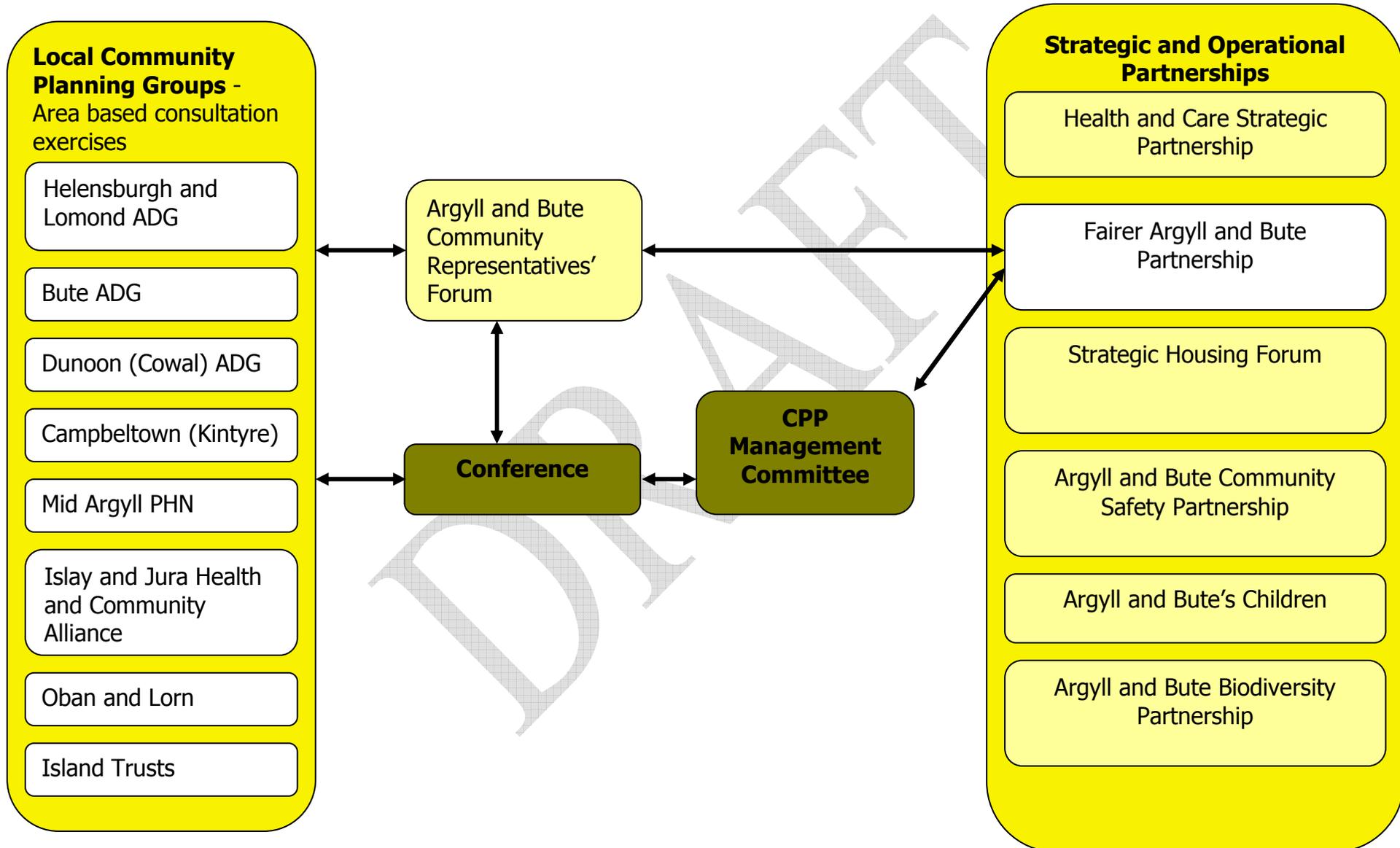
Community Planning partners have been involved in the development of the Argyll and Bute Single Outcome Agreement. The SOA gives short and medium term outcomes where the Community Plan offers the long term inspirational outcomes. **Where the SOA is focussed on developing mechanisms for the measurement and delivery of Scottish Government outcomes the Community Plan focuses more what is needed from Scottish Government to ensure Argyll and Bute**

### 3 DECISION MAKING STRUCTURES

#### STRATEGIC LINKS



## LOCAL COMMUNITY PLANNING STRUCTURE



3.1. Community Planning in Argyll and Bute does not follow a traditional hierarchical model but is more flexible and adaptable to enable better relationships between partners and partnerships.

3.2. Key Structures

- **Full partnership** - Comprises representatives of organisations at strategic level. The Full Partnership gives all CPP partners an opportunity to participate in influencing the strategic direction of the partnership.
- **Management Committee** - Comprises representatives at senior officer level from core partner organisations. The Management Committee is the operational group driving forward the implementation of the Community Plan and the Single Outcome Agreement. The MC is also responsible for the monitoring and evaluation of CPP processes, the SOA and other strategic partnerships.
- **Funding Hub** - xxxx
- **Time Limited Groups** - Comprising relevant CPP partners with a designated lead. Short life working groups (SLWG) are formed to address specific issues and make recommendations to the Management Committee.
- **Local Community Planning Groups** – Comprising local stakeholders with relevant interests. Local community planning groups enable individuals and communities to be consulted on community planning issues as well as influence the direction of community planning at a local and area level.
- **Youth Focus** – Comprising of young people from across Argyll and Bute, Youth Focus gives them the opportunity to comment on community planning issues and add their voices to the debate.
- **Community Representatives' Forum** – Comprising of elected community representatives from across Argyll and Bute, the Forum meets to share good practice, participate in training events and consult their communities on community planning issues.

3.3. **Conference** – An annual Community Planning conference enables all partners to participate in an information sharing and consultation event. The conference is planned jointly with Community Learning and Regeneration and brings community representatives, young people and CP partners together to share good practice and influence the direction of community planning in Argyll and Bute.

## 4 FULL PARTNERSHIP

**4.1.** Comprises of representatives of organisations at strategic level. The Full Partnership gives all CPP partners an opportunity to participate and influence direction.

Partner Organisation	Meeting Delegates
Argyll and Bute Council	Dick Walsh (Chair) Sally Reid
Strathclyde Police	Mitch Roger
Strathclyde Fire and Rescue	Paul Connelly
NHS Highland (AB CHP)	Derek Leslie
Highlands and Islands Enterprise	Douglas Cowan
Scottish Enterprise	Neil Frances
Skills Development Scotland	Donald Henderson
Initiative at the Edge	Hugh Donaldson
Argyll CVS	David Price
Islay and Jura CVS	John Davidson
Bute Community Links	Jim Clinton
Argyll and Bute Volunteer Centre	Glenn Heritage
MICT	James Hilder
Association of Argyll and Bute Community Councils	Nicola Welsh
ABSEN	Mike Geraghty
Fyne Homes	Peter McDonald
ACHA	Alistair MacGregor
West Highland HA	Leslie McInnes
Dunbritton HA	Morven Short
Scottish Government..... <sup>1</sup>	David Dowie
SERPID	Bill Dundas
SEPA	Jim Frame
Scottish Natural Heritage	Andrew Campbell
Crofters Commission	Nick Reiter
Forestry Commission	Keith Miller
Loch Lomond and the Trossachs National Park	Lesley Campbell
HiTrans	Dave Duthie
SPT	Alan Murray
Cal Mac	Fay Harris
Scottish Water	Kevin O'Hare
M.O.D.	Alan Cummings
Job Centre +	John Reid

Note: Depute Council Leader and Council Directors may also be in attendance, as are the Council's Policy and Strategy Manager and the Community Planning

<sup>1</sup> Formerly Communities Scotland

Manager. Note: Silent Observers can also attend meetings and contribute when invited to.

#### 4.2. Terms of Reference

The Full Partnership which provides a forum for full partner participation has been established to:

- a. Ensure effective partnership working at strategic level
- b. Give strategic direction for community planning in Argyll and Bute
- c. Engage communities in decision making processes
- d. Ensure accountability of community planning related grants and funding streams

### 5 MANAGEMENT COMMITTEE

5.1. Comprises representatives at senior officer level from core partner organisations. The Management Committee is the operational group driving forward the implementation of the Community Plan and Single Outcome Agreement. The MC is also responsible for the monitoring and evaluation of CPP processes.

Partner Organisation	Meeting Delegates	No of Delegates
Strathclyde Police	Raymond Park (Chair)	1
Argyll and Bute Council	Sally Reid	1
Strathclyde Fire and Rescue	Geoff Calvert/David Penman	1
NHS Highland (AB CHP)	Derek Leslie	1
Highlands and Islands Enterprise	Douglas Cowan/Sue Gledhill	1
Scottish Enterprise		
Skills Development Scotland		
Initiative at the Edge		
Argyll CVS	3 <sup>rd</sup> Sector representative	2
Islay and Jura CVS		
Bute Community Links		
Argyll and Bute Volunteer Centre		
MICT		
Association of Argyll and Bute Community Councils		
ABSEN		
Fyne Homes	RSL's representative	1
ACHA		
West Highland HA		

Dunbritton HA		
Scottish Gov.... <sup>2</sup>		
SERPID	Bill Dundas/ Andrew Campbell	2
SEPA	David Dowie	
Scottish Natural Heritage		
Crofters Commission		
Forestry Commission		
Communities Scotland		
Loch Lomond and the Trossachs National Park		
HiTrans	Dave Duthie/ Alan Murray	1
SPT	(Blair Fletcher)	
Cal Mac		
Scottish Water	The Management Committee will consider how best to ensure these partners are linked and there is appropriate and adequate communication in both directions	
M.O.D.		
Job Centre +		
Total number of delegates		

Note: Relevant Council Directors are also in attendance, as are the Council's Policy and Strategy Manager and the Community Planning Manager. In the event that the substantive representative is unable to attend he/she may nominate a substitute and must notify the Community Planning Manager.

## 5.2. Terms of Reference

The Management Committee has been established to:

- a. Ensure implementation of the Community Plan and the Single Outcome Agreement
- b. Agree processes for monitoring and evaluating action/delivery
- c. Disseminate information ensuring all partners are aware of and able to participate in community planning process
- d. Enable community participation through agreed structures
- e. Monitor and evaluate the effectiveness of the Community Planning process

## 6 MEETINGS

### 6.1. Full Partnership

- a. The Full Partnership will meet three times a year.
- b. The Full partnership shall be chaired by the Leader of Argyll and Bute Council. In her/his absence the meeting will be chaired by the Vice-chair (Depute Leader of Argyll and Bute Council). In their absence an acting chair will be appointed at the meeting.

<sup>2</sup> Formerly Communities Scotland

- c. The Full partnership will be responsible for the appointment of Management Committee chair and vice-chair from partner organisations at 2 year intervals.

## 6.2. Management Committee

- a. The Management Committee will meet six times a year Dates for meetings will be agreed by the final meeting of each year
- b. The Management Committee will be chaired by a partner organisation. Succession to chair will be agreed after 2 years

## 6.3. General

- a. Dates for meetings will be agreed at the final meetings of each calendar year.
- b. The Chair can convene additional meetings at the request of four or more partners or if he/she considers there is good reason.
- c. At least seven clear days before CPP meetings public notice will be given on the Council's website
- d. Agendas and all related papers will be available on the Council website [www.argyll-bute.gov.uk](http://www.argyll-bute.gov.uk) or through a link on the Community Planning website [www.argyllandbutecpp.net](http://www.argyllandbutecpp.net)
- e. It will be at the discretion of the chair whether to consider items not on the agenda.
- f. Meetings will be open to the public. The chair can resolve to exclude the public if an item is deemed sensitive.
- g. Quorum - One quarter of the partners 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 and will be made available on the Council's website [www.argyll-bute.gov.uk](http://www.argyll-bute.gov.uk) or through a link on the Community Planning website [www.argyllandbutecpp.net](http://www.argyllandbutecpp.net)
- i. Members of the CPP must declare any interest, financial or non-financial, if any contract is to be discussed

## **7 FINANCE AND RESOURCES**

The CPP is not a corporate body and does not hold funds of its own.

- a. All funds will be held by the appropriate officers of relevant partner organisation
- b. The reporting year for the CPP will be 1<sup>st</sup> of April to the 31<sup>st</sup> of March
- c. It is the responsibility of the relevant CPP partner to ensure that appropriate financial accounting arrangements are in place in respect of partner contributions

- d. The allocation of funds by the CPP must contribute to achieving agreed outcomes
- e. Core CPP staff will be employed by the Council on behalf of the CPP

## **8 TIME LIMITED GROUPS**

- 8.1. Comprising of relevant CPP partners with a designated lead. Time Limited Groups are formed to address specific issues and make recommendations to the Management Committee.
- 8.2. Time Limited Groups will agree their own operating arrangements assuming that they:
  - a. Follow the guidance given by the Management Committee in terms of their operational remit
  - b. Reach decisions by consensus
  - c. Report back to Management Committee at agreed times
- 8.3. Terms of Reference  
Time Limited Groups will be created to:
  - a. Take forward an issue that requires more focused attention
  - b. Make recommendations to Management Committee within time agreed
  - c. Minutes or action notes of Time Limited Groups must be recorded and distributed to all group members. How minutes are recorded and distributed will be agreed by the group
- 8.4. Links to the Management Committee
  - a. Lead officers of Time Limited Groups will attend Management Committee meetings as required
  - b. Short written progress reports will be submitted as required

## **9 PARTICIPATION IN CPP AND OTHER STRATEGIC PARTNERSHIPS**

- 9.1. CPP partners have responsibility for defining arrangements for Community Planning within their organisation.
- 9.2. It is the responsibility of the individual organisations to ensure appropriate representation at all levels and to demonstrate how they contribute to the implementation of the Community Plan and the Single Outcome Agreement

- 9.3. CPP partners have the responsibility to disseminate relevant Community Planning information to other strategic and operational partnerships in which they participate.
- 9.4. CPP partners also have the duty to bring to the CPP any issues arising in other strategic or operational partnerships that affect the CPP.

**August 2008**

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## **10 LOCAL COMMUNITY PLANNING**

10.1. Based on paper from Martin Turnbull/FAB group work and outcome of LEADER bid

10.2. Composition/purpose/reporting process/etc.

## **11 YOUTH FOCUS**

11.1. Comprising of young people from across Argyll and Bute, Youth Focus gives them the opportunity to comment on community planning issues and add their voices to the debate.

11.2. Youth Focus, led by Community Learning and Regeneration, will encourage the participation of young people in raising awareness of issues relevant to them.

11.3. Youth Focus will enable regular engagement of officers, members and young people.

11.4. Youth Focus will meet three times a year prior to Full Partnership meetings.

11.5. Full partnership agendas will be made available to Youth Focus two weeks before their meetings.

11.6. Two young people will attend Full Partnership meetings representing Youth Focus. They will in turn feed back to Youth Focus delegates.

## **12 COMMUNITY REPRESENTATIVES' FORUM**

12.1. The Argyll and Bute Community Representatives' Forum.....separately constituted group...need to talk with Margaret Fyfe/Eileen Bellshaw.

Rationale for this being covered in this document....that we then have a community consultation mechanism.

## **13 3<sup>rd</sup> SECTOR & COMMUNITY COUNCILS**

Dependent on outcome of 3<sup>rd</sup> Sector Support Group