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SOA Workshop for CPPs

Tuesday 13th January 2009
Hilton Edinburgh Grosvenor Hotel



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Welcome and Context

Mark McAteer

The Improvement Service



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The Context

- The Concordat - new relationship based on mutual respect & partnership
- SG established Purpose Targets, 5 Strategic Objectives & 15 National Outcomes
- Reduction & streamlining of scrutiny & inspection
- Tightening financial context - pressures for greater efficiencies

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What Are Outcomes?

- Improvements in the quality of life & opportunities for customers, citizens & communities
- The results of what service providers do or individuals/ communities achieve for themselves
- Focused on improvements in the quality of life & opportunities for citizens/ communities; & improvements in supporting social, economic & environmental conditions

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Single Outcome Agreements

SOAs are:

- Agreements between the Council (initially) & Scottish Government – not imposed
 - to jointly deliver the right outcomes for the area – not just service focused
 - through a single mechanism – not several
 - focussing on local priorities – and linking to national outcomes

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Learning From 1st Phase

- All National Outcomes addressed but confusion
- Commonality of outcomes & indicators across SOA's
- Prioritisation between & within outcomes often unclear
- Few real or long term outcomes
- Objectives not really outcomes - too much detail on 'how'
- Got to be 'in it to win it'

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SOA 2nd Phase - CPP Guidance

- Strategic focus – prioritise & fewer indicators
- Actual outcomes – results for people
- Evidence based – integrated area profile
- Capable of delivery – ‘below the waterline’
- Continuous improvement – wider engagement

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Working Guidance For Public Bodies

- Show contributions to National Performance Framework
- Show contributions to SOA's as agreed with CPP's

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Guidance For Health Boards on Local Delivery Plans

- Address HEAT targets – some local discretion (target levels & methods of achieving)
- Show commitments agreed in SOA's

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Purpose

A SOA 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.

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2nd Phase Messages

- SOAs run on 3 year rolling basis with annual joint reviews
- SOAs continue to improve – engagement, performance management, indicators
- A learning & sharing process
- Work with people & communities to achieve their outcomes
- Address inequalities

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Format of The Day

- Interactive presentations
- Plenary & table discussions



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Developments within the Scottish Government

Mary McAllan
Scottish Government



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SINGLE OUTCOME AGREEMENTS

- SOA approach (including guidance for public bodies and health boards)
- SG expectations and SGIG liaison arrangements
- Concordat Oversight Group
- Prioritisation
- Capacity Building

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Issues and Challenges

Colin Mair, Chief Executive
Improvement Service



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What are the Issues?

- The next round has been talked about as the CPP taking responsibility for the SOA
- No CPPs are incorporated
- No partner has unlimited **general empowerment**
- Third and private sector representatives cannot be accountable for the delivery of public outcomes
- **So**who is accountable and what does that mean?

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Points on the Guidance

- Each STATUTORY PARTNER is assumed to be a signatory
- Other “Relevant public bodies” may be signatories
- Each is assumed to be a signatory to the whole SOA not simply parts of it
- Each governing body is assumed to be able to lawfully sign the SOA
- There are no assumptions about the nature of a CPP : partners **not** partnerships sign the SOA

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Key points

- All public partners are signing up to the whole SOA , not selected parts of it
- Signing = adopting the SOA as a formal, corporate commitment
- Support in all ways **compatible** with statutory duties and empowerment
- All partners willing to review existing arrangements to enhance outcomes

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Simplest Possible Model

- All constituted Governance bodies approve and adopt all SOA commitments
- Chief officers are instructed to make appropriate delivery arrangements (including structures, plans, processes, etc. necessary for accountable delivery)
- They operate on delegated authority and within the legal framework
- SOA and Community planning requirements are not identical **but** endorsement by CPP sensible

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Points

- Governance is through the empowerment of the parent bodies
- Commitment is to **supporting** the achievement of agreed outcomes within statutory powers and duties
- Current CPP arrangements and other existing partnerships are vehicles for delivery of outcomes
- “Fitness for Purpose”

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Supported by.....

- Guidance to the NHS
- Guidance to Public bodies
- Guidance to CPPs
- External scrutiny

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Prioritisation

- Guidance emphasised “high level strategic document “
- Focus on outcomes: not delivery systems and plans
- “Below the waterline” should not be within the SOA
- Local priorities within the context of agreed national outcomes
- Improvement and maintenance : Focus on change

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Tools for prioritisation

- Local area profile : evidence base for prioritisation
- Established trends and scenarios
- Political manifestos and commitments
- Results of community consultation/ engagement
- Pre : existing Community and Corporate plans
- Dialogue with Scottish Government

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Plenary Discussion on issues & challenges

Colin Mair &
Mary McAllan



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SINGLE OUTCOME AGREEMENTS: Developmental Issues

SOA Workshop 13th January 2009

**Andrew McGuire
Improvement Service**



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Focus of Presentation

- SOA context
 - Tight timescale
 - Continuous improvement
- Developmental Issues
 - Local Outcomes Indicators project
 - Other potential areas
- Need for capacity-building?
- Group discussion

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Local Outcome Indicators Project (1)

- Updated menu of indicators Dec '08 (v.3)
- Not prescriptive
- Further development via SOLACE-led project board
- Proposed project board input from NHS, ACPOS, CFOS, Scot Govt, Audit Scotland, IS
- Project facilitated by IS
- Wider input / consultation from Prof Assocns, Regulatory Bodies, Statistical Networks, CoPs, etc.

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Local Outcome Indicators Project (2)

- Project Board – strategic oversight
- Technical group – hands-on delivery of project objectives
- Menu currently derived from most commonly used indicators
- (Not necessarily most appropriate / robust)
- Review and further development of indicators across main themes
- Consideration of availability / robustness of data
- Consideration of wider, related issues:-
 - Data management
 - Analytical capacity
 - Logic modelling (causal relationships)
 - L-t evaluation of SOAs
- Timescales

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Other Potential Developmental Challenges

(Based on some initial discussions with SOLACE, COSLA, Councils, other Partners, etc.)

- Ongoing partnership development:-
 - ‘Collaborative gain’
 - Leadership & vision
 - Governance
 - Integration / alignment of partner activities
 - SOA Implementation
 - Performance management (incl. appraisal, monitoring, evaluation)
 - Engagement
 - Ongoing development of Outcomes approach *(incl. change management)*

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Group Discussion

- What are the key development issues?
- Views on any capacity-building needs?
- Who should contribute support?