

SUBJECT: SOA 2011 / Update of SOA 2009: Development Plan

1 Purpose

In the light of a) the new Scottish Government/COSLA settlement which is based on continuing commitment to the current SOA, b) the Reviews of Single Outcome Agreement (SOA) 2009 and c) the new harsh financial context and anticipated cuts in services and benefits, this report presents a proposal to refresh, revise and reprioritise the East Lothian SOA 2009 for a further year to cover 2011/12 and a revised development plan to achieve this.

Therefore the proposal in this report replaces the proposal for a three year SOA discussed at the 13th September Board meeting

2 Recommendations

The Board is recommended to:

- 2.1 Approve the proposal for a one year SOA 2011/12 and consider the new Development Plan set out in 3.3.
- 2.2 Consider action on the recommendations from the SOA 2009 Reviews set out in 3.4.
- 2.3 Note and approve action by the working group on the consultation and priorities set out in 3.5.
- 2.4 Consider whether a special Board meeting is required set out in 3.7.

3 Background

- 3.1 At the 13th September meeting the Board considered updating the SOA 2009 with the intention of creating a three year SOA 2011-14. It had been planned to agree a Development Plan to take this forward at this meeting. In addition, the groundwork had been laid through the following actions:
 - The SOA Annual Report 2009/10 (concluded)
 - The three Reviews of the SOA 2009:outcomes to logic models, partnership working and community engagement (concluded)
 - Work by the Theme Groups and the Working Group to update the SOA context and priorities (in progress)
 - Community and wider public consultation on the Statement of Intent and similar processes with young people (concluded)
 - The content of the ELCPP Forum planned for 2nd December but postponed due to the severe weather conditions (to be rescheduled)
- 3.2 However, the Scottish policy context has changed significantly as a result of the current harsh financial context and the terms of the UK government's response. It is in this new context that the Scottish Government and COSLA have agreed a Settlement which is set out in the 2010 Spending Review letter in Appendix 8.1. This Settlement has been accepted by East Lothian Council.

The Settlement package is founded on the relationship established between the Scottish Government and COSLA in 2007 (the Concordat) and comprises a specific set of

commitments. The first of these is to remain committed to the delivery of the current Single Outcome Agreement and the 3 jointly agreed social strategies which are: Achieving Our Potential (tackling poverty and income inequality); The Early Years Framework (giving children the best start in life) and Equally Well (tackling health inequalities) and also the Curriculum for Excellence. The Settlement package also sets out funding in relation to other key services such as the police and health and social care (with a £70m Change Fund) and also education.

- 3.3 On the basis of the above, it is proposed that it would be more appropriate for this partnership to update SOA 2009 for a further year to 2011/12, instead of the three years originally considered with the aim of achieving a refreshed, reprioritised and streamlined SOA which will deliver the Settlement package. Given the reduced scope of the SOA and the short timescale a timetabled SOA 2011/12 Development Plan has been developed and is presented in Appendix 8.2. The Development Plan includes the actions outlined in 3.4 & 3.5. The Board is asked to approve the proposal for a one year SOA and consider this plan.
- 3.4 The Development Plan incorporates the learning from the three Reviews of the SOA 2009 commissioned by this partnership. Initial proposals for action on the Reviews are set out in the document in Appendix 8.3 for the Board's consideration.
- 3.5 The Development Plan also incorporates the views of communities gathered through the recent consultation and work undertaken to update our priorities by the Theme Groups and the Working Group. These will be discussed by the Working Group in a meeting in December or January which the Board is asked to note and approve.
- 3.6 Whilst the new timescale limits the scope for consultation the Development Plan process will enable partners, which includes communities, to be involved and engaged through the theme groups and related partnership groups and includes a final consultation across the partnership incorporating the rescheduled ELCPP Forum.

It is worth noting also that several of our major joint strategies and plans completed or in process, e.g. the Environment Strategy, the Local Housing Strategy, Support from the Start and the Tackling Poverty Theme Group have already involved extensive engagement and/or consultation.

- 3.7 Finally, the next Board meeting is scheduled for 14 March 2011 which is a milestone in the Development Plan. However, members may prefer to convene a special meeting to take account of the process and approve interim stages. A special meeting had been scheduled for 21 January however a February date may be more useful once partners' budgets have been set. The Board is asked to consider these alternatives.

4 Policy Implications

The proposal set out in this report will ensure that ELCPP complies with the Scottish Government's most recent policy directives for community planning vis a vis the East Lothian Single Outcome Agreement 2011/12.

5 Equalities Impact Assessment

This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

6 Resource Implications

- 6.1 Financial – there are no additional resource implications to those set out above
- 6.2 Personnel - there are no new personnel implications
- 6.3 Other - none

7 Background papers

SOA 2011-2014 Development Plan, Board meeting of 13 September 2010

8 Appendices

8.1 Settlement letter 2011/12, The Scottish Government to COSLA, dated 17 November 2010

8.2 SOA 2011/12 Development plan

8.3 Action arising from the recommendations and issues raised by the SOA Reviews

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Date of report	6 December 2010

Appendix 1: Settlement Letter 2011/12

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To: The Leaders of all Scottish local authorities

17 November 2010

Dear Council Leader

THE 2010 SPENDING REVIEW

This letter contains the terms of the agreement, for recommendation to individual councils, reached between the Scottish Government and COSLA's Leadership on the 2010 spending review.

The agreement is represented by a package of measures. The package has been agreed against the background of the tightest financial circumstances for a generation. Given those circumstances, both sides believe that it is the best that can be achieved.

Focus on outcomes

The agreement is firmly anchored in the ongoing relationship between the Scottish Government and COSLA, based upon mutual respect and partnership. Both sides reaffirm their commitment to that relationship and are clear about the benefits which have flowed from it.

No part of the public sector has escaped without the need to prioritise or to secure efficiencies, given the significant reduction in the overall available resource. We agree that a focus on outcomes, when money is so tight, is the only way to protect what matters to the people of Scotland.

Funding for local government in 2011-12

Overall, the Scottish Government's total budget in 2011-12 is £33.5 billion, excluding £100 million that is being carried forward from 2010-11 to mitigate the significant reductions in the capital budget. The cash reduction in the Scottish Government's Departmental Expenditure Limit compared to 2010-11 is £1.3 billion (or 4.5%). In assessing what share of this funding should go to local government, the Scottish Government has taken account of the

unique position held by local government in the governance of Scotland and the major contribution local government makes to all of the Government's strategic objectives and the successful delivery of national outcomes.

The package of measures negotiated with COSLA's Leadership and now being put to councils would mean a drop of 2.6% in cash terms in the revenue funding provided to local authorities compared to 2010-11. That compares to an average cut in revenue budgets for all other (non-protected) public services of 6.4%. The reduction in capital funding represents a drop of 17.9% in the capital provided to local government by the Scottish Government compared to 2010-11. By comparison, the overall reduction in the Scottish Government's total capital budget over the same period will be 23.9%.

The Scottish Government has made clear to the COSLA Leadership that for councils to access the full amount of the financial package, the Government will require each local authority to agree formally to the full list of commitments contained within the package. COSLA's Leadership has noted this.

The Scottish Government's position is that it will not be possible for authorities to select elements of the package, including elements of the funding on offer. The Scottish Government is therefore asking each local authority Leader to write to the Scottish Government, by 21 December 2010, to indicate whether or not you agree to the full package on these terms. If you do not, the revenue funding available to your council would be reduced, not by 2.6%, but by 6.4% (which, across the whole of local government, would be worth £426 million in 2011-12).

In each of the past 3 years, the Scottish Government has held back £70 million from the Local Government Finance Order put to Parliament in early February (representing the amount to be made available to councils which freeze their council tax). Parliamentary approval to pay out the remaining amount is then sought in March, once all councils have set their budgets and their council tax rates for the year ahead.

The arrangements now proposed by the Scottish Government for 2011-12 will be similar, except that the amount held back will be greater – at £426 million (including the £70 million associated with the council tax freeze). Once councils have set their budgets and it is clear they have made provision in their budgets to deliver the full package, including the council tax freeze, approval will be sought from Parliament in March 2011 to make available the remaining amount.

For the purposes of this letter, the Scottish Government has assumed that all authorities will endorse the package and receive the full amount of funding associated with it. How that level of funding support (including the amount to be held back) will be distributed to authorities will be the subject of consultation with COSLA under the usual arrangements for discussing distribution and set out in a Scottish Government Circular in early December. This will assist councils in deciding whether to take up the terms of the offer now put to them.

The package

The package of measures agreed is founded on the relationship established between the Scottish Government and COSLA in 2007. The new elements of the package are:

- The total amount of funding to be made available in 2011-12.
- Specific commitments to be delivered from within the funding envelope provided which replace the specific commitments set out in the 2007 Concordat document.

The level of funding

The funding which the Scottish Government will provide to local government in 2011-12 will total £11.548 billion. This total includes the Government's estimate of non domestic rate income over the period. Within this total, revenue funding will amount to £10.856 billion and capital funding will amount to £0.692 billion.

The £11.548 billion represents 34.5% of the Scottish Government's total budget for 2011-12. This maintains local government's share of the Scottish Budget between 2010-11 and 2011-12 (at the point of agreement between the Scottish Government and COSLA's Leadership on the funding package). The capital settlement also maintains local government's share of the Scottish Government's capital budget at the level it was in 2009-10, as agreed last year between the Scottish Government and COSLA, (excluding the carry forward referred to above).

There is some further funding that will also go to local government which is in addition to the figures above. This includes, for example, funding that is provided through European grants which are channelled through the Scottish Government; funding provided in respect of the new school building programme announced in stages during 2009; and funding for a health and social care change fund, the details of which are contained below.

Specified set of commitments

To secure the funding package, individual councils will agree:

- To remain committed to the delivery of the current Single Outcome Agreements, the 3 jointly agreed social strategies and the Curriculum for Excellence.
- To a council tax freeze for 2011-12.
- To police officers being maintained at 17,234 throughout 2011-12.
- To maintain the pupil-teacher ratio in P1-P3, the crucial early years of primary school.
- To protect the number of teacher posts as far as possible in order to secure:
 - places for all probationers who require a place under the induction scheme in August 2011;
 - Sufficient teaching posts available for all probationers who achieve Standard for Full Registration in summer 2011 (i.e. successfully complete their probation); and
 - A reduction in the total number of unemployed teachers.
- To an independently chaired review of all aspects of the McCrone Agreement, to report by June 2011 with the clear intention that its recommendations should be available for implementation before August 2012.
- To continue to deliver the shared Scottish Government/COSLA commitments on Free Personal Care, for which payments will be uprated in 2011-12.
- To continue to work with the Scottish Government towards implementation of the Carers and Young Carers Strategy at local level, including the maintenance of an extra 10,000 weeks respite provision.

In return for delivery of these commitments, the Scottish Government:

- Will ensure that the funding to be provided to police forces within the funding settlement will be subject to a loss of resources no greater than that affecting the remainder of the local government family.
- Has included an additional £15 million within the total of £11.548 billion to cover the education costs associated with protecting, as far as possible, the number of teacher posts.
- Has agreed to consider changes through the Scottish Negotiating Committee for Teachers negotiations (or other changes that achieve the same value), on which decisions would be sought by end January 2011 and which would deliver:
 - A pay freeze in 2011/12 and 2012/13 for all employees (teachers and all associated professionals);
 - An increase in contact time for probationers to 0.9 FTE;
 - Agreement that all supply teachers are paid on Point 1 of the Main Grade Scale and only for hours worked;
 - Removal of salary conservation;
 - Agreement that the Teacher leave year is moved to 40 days per annum for the calculation of family leave entitlements; and
 - Freeze entry into the Chartered Teacher Scheme.
- In recognition of the wider pressures on the health and social care system, has allocated £70 million for a new change fund in 2011-12. The fund, which will be held by NHS Boards and so be additional to the local government settlement amount of £11.548 billion, is intended to enable the redesign of services that support shifting the balance of care towards primary and community care. The spending of these resources will be overseen by a partnership governance arrangement on the basis of plans to be agreed locally between NHS Boards, local government and the third/independent sectors. The detailed governance arrangements and guidance for these plans is currently being developed in partnership.

Conclusion

In very challenging circumstances, this proposed settlement for 2011-12 and the package of measures negotiated between the Scottish Government and COSLA's Leadership is the best outcome that can be achieved. It is now for individual councils to determine whether they wish to take up these terms.

Yours faithfully

John Swinney MSP
For the Scottish Government

Councillor Pat Watters
For COSLA

Appendix 8.2: SOA 2011/12 Development Plan - Timescale Oct 2010-Jun 2011

Presented to the ELCPP Board on 13th December 2010

Dates	Action & Key Events	Detail	Who	Status
Oct-Feb 2011	Update East Lothian context, priorities and outcomes	-Ongoing process -Each priority lead officer prepares updates with their partnership groups	Priority leads with members	In progress
Oct-Nov 2010	Public Consultation on priorities	- What the values in the Statement of Intent mean for communities and partners -Information from A Right Blether / Youth Vision	Paolo V/ Veronica C/ Meriel D	Completed – report pending
13 Dec 2010	ELCPP Board Mtg	<u>Agenda</u> -Agrees revised SOA development plan to update the SOA for 1 yr -Considers action on the 3 SOA Reviews -Agrees How Good is Our Partnership self-evaluation	Board members	
20 Dec or 17 Jan 2011 tbc	ELCPP Working Group Mtg	<u>Agenda</u> -Feedback on public consultation -Presents, discusses & agrees SOA priorities & outcomes -Agrees action on the 3 SOA Reviews -Agrees framework / format of the SOA -Receives guidance on outcome & performance indicators & decides on training as necessary	Working Group	
23 Jan 2011	SOA Framework report	-Report proposing SOA framework, priorities & outcomes & action on reviews (outcome of Working Group meeting)	Veronica C Paolo V	
30 Jan	Board approves SOA Framework report	-Members comment on & approve report -Via email or special meeting (tbc)	Board	
Jan-Feb	How Good Is Our Partnership	-Self evaluation process across partners	Veronica C & Partners	
Feb	Finalisation of contexts & outcomes & definition of indicators	Ongoing work within and across groups -Context, outcomes & indicators	Priority leads & theme group members	

Feb-Mar	Adjustment of logic models	Ongoing work within and across groups on logic models (also based on joint plans/strategies. Not essential for the SOA document but yes implementation	Priority leads & theme group members	
Feb	Reorganisation / adjustment of theme groups	-Consider need as appropriate based on outcome of the reviews and revised priorities	Working Group, Priority leads & theme group members	
28 Feb	Produce Draft SOA 2011/12 document	-Input from the SOA Task group i.e. from Working Group	Veronica C & SOA Task Group	
4 March	Working Group Special Mtg	<u>Agenda</u> -Reviews SOA document -Reviews proposals to reorganise/adjust theme groups -Shares logic model developments as appropriate	Working Group	
14 March	ELCPP Board Mtg	<u>Agenda</u> -Presentation/approval of draft SOA 2011/12 document -Approve consultation process	Board	
March-April	Consultation on draft SOA & ELCPP Forum (early April)	-Across the Partnership -At ELCPP Forum	ELCPP Network	
13 Jun	ELCPP Board Mtg	-Approval SOA 2011/12	Board	
Jun	SOA 2011/12 Sign off	-Across Partners governance bodies	Board & other ELCPP partners	Dates so far: -24 Jun 1LBP Board

Appendix 8.3

Action Arising from Recommendations and Issues Raised by the SOA Reviews

Community Engagement

Initial thoughts prior to further discussion at the Working Group and Community Planning Forum

- 4.1 *More work needs to be done with communities (in a whole variety of ways) to inform them of the means by which they can and are influencing the setting of high level strategic outcomes and therefore the direction of resource allocation in East Lothian. This is already being done through the local community planning processes and through some community/voluntary sector groups and forums, such as the tenants and residents panel. These examples could be used as examples of good practice.*

The high level strategic outcomes are being consulted on in preparation for developing SOA 2011-14. Further engagement/ consultation with the community / voluntary sector on the draft SOA will be undertaken as it is developed.

Representative groups such as the Association of Community Councils and ELTRP will be consulted at various stages.

- 4.2 *Community Councils, although not the only forum for community engagement, have a clear remit to canvas the views of their local community. A simple structure/system needs to be created by which their concerns, identified in minutes of their meetings can be fed into the theme groups.*

Community Councils should be engaged in the Local Community Planning process via Local Area Forums. Concerns about specific aspects of the SOA should be fed into Theme Groups via that avenue. Any cross-cutting / SOA-wide issues raised by Community Councils can be raised via notifying the Chair of the CPP Board.

- 4.3 *Theme group members could be more conscious of using opportunities they come across in other roles to gather information about community priorities to feed into their theme. This process might be assisted by a network-mapping exercise undertaken in each theme group.*

The theme groups given the task of developing SOA 2011-14 should undertake a mapping exercise to identify all relevant 'partner' and community organisations that should be engaged in the theme (either as members of the Theme Group or in some other way). Each Theme Group should have by an engagement plan to ensure that this engagement takes place (both in developing SOA 2011-14 and on an on-going basis) through engagement, consultation and information).

The partnership needs to clarify the 'right to participation' in theme groups and related partnership groups and promote this with the main community networks (Community Council, Tenants & Residents, Community Care, PPF, Parent Councils, trade unions, business & others) and voluntary networks through VAEL. Then we should map and monitor participation.

This raises questions about building the capacity of community networks to be able to participate and keep their members informed.

- 4.4 *Clear processes for feeding information, gathered in local planning processes, the Support from the Start pilot and events organised through the diversity network, into the theme groups, need to be developed.*

Such information needs to be passed onto the CP Working Group or directly to Theme Groups. The framework for SOA 2011-14 should be explicit about how/ where cross-cutting groups such as Support from the Start and the diversity network fit in to the CP structure.

- 4.5 *More work needs to be done on the complementary role of elected members so that community members are aware that they can engage both through the democratic process and the community planning process.*

Local elected members need to have a clear role at the Local Community Planning level. Cabinet spokespeople should be engaged with the relevant Theme Groups. We need to provide information on how community planning works and building capacity of elected members in community planning and engagement

- 4.6 *There need to be close working relationships between representatives of the community and voluntary sector and the Patient and Community Engagement Officer to ensure the implementation of the Community Engagement Strategy.*

Community and voluntary sector representatives should be active members of the Community Engagement Group and directly involved in implementing the Strategy.

- 4.7 *Particular gaps need to be addressed by particular theme groups e.g. the lack of representation of the Community Care Forum on the Health and Social Care group and the lack of information on the views of the wider community in the Enterprise and Skills theme group.*

See 4.3

Review of SOA and Local Models

Developing the Outcomes

1. *CP Board considers whether it needs both local outcomes and the current, overarching partnership “priorities”*
2. *CP Board considers whether it needs both a local set of outcome statements and the national ones.*
3. *CP Board considers how to treat equalities issues – both the deprivation aspects and the statutory equalities groups aspects*
4. *In the light of the decisions on the first three recommendations above, a revised set of outcomes should be developed with minimal overlap between them*

The report on the framework for SOA 2011-14 to be considered at the special Board meeting (21st Jan 2010) will include detailed recommendations arising from the consultation and the CP Forum on the priorities/ outcomes that will form the basis of SOA 2011-14. This will take on board the findings from the review and these recommendations.

Clearly, SOA 2011-14 needs to be ‘smarter’ and more focused on the outcomes and the relationship between local and national priorities and outcomes.

SOA 2011-14 should be based on local objectives and outcomes and not the 15 National Outcomes. However, it should be possible, if required, to show the link between the local objectives and outcomes and the National Outcomes. If any National Outcomes are not correlated to local outcomes then either the CPP has to agree that the National outcome is not a local priority or it has to show how the National Outcome is being met in other ways (i.e. outwith the SOA).

There needs to be absolute clarity about the terminology used and definitions of

- Priorities
- Outcomes
- Short/ medium/ long term
- Indicators
- Inputs

Also there needs to be clarity about whether the SOA is only about the partnership/ collaborative working through the CPP and SOA structures or whether it includes all the core work that partners are doing that contributes to meeting Local and National Outcomes. If the former, we need to be clear about how the ‘core’ work is reflected in the SOA. If the latter, we need find ways of reporting on all the core work and its impact on the SOA outcomes without being overwhelmed and also ensure that the collaborative work is not left behind.

Strengthening the SOA content, developing the Logic Models and Business Plans to support each outcome

5. *When it has settled on its finalised outcomes, CP theme groups should consider the individual points raised in the review reports on each priority area – addressing these should strengthen the SOA. This should include reviewing the areas noted that you might expect to see more coverage of in the SOA.*

6. *You should continue to use the logic model approach to developing shared understanding of how East Lothian achieves outcomes. However, the models should correctly reflect the meaning of the terms inputs, outputs and outcomes.*
7. *You should either develop logic models for each of your revised local outcomes OR use the logic model approach to strengthen existing strategies or plans.*
8. *Then, you should develop a business plan for either each outcome OR each of your existing strategies. If the latter, then you could phase developing them according to priority, when they fall due for revision and so on.*
9. *The business plans should set out*
 - *the main service delivery programmes that lead to relevant outputs and outcomes; their PIs, the SOA PIs that they contribute to, their targets and resources*
 - *the main development initiatives together with costs, main milestones and responsible person/organisation*
 - *the risks and the barriers that may get in the way of achieving outcomes or initiatives goals*
 - *any alterations or emerging issues that affect the assumptions on which the relevant logic model is based.*

The development of SOA 2100-14 will be accompanied by new guidance, advice and training on Logic Models and performance management (indicators and data) which will include definitions of the terms.

The theme groups given the task to develop SOA 2011-14 will be able to draw on the findings from the review when developing Logic Models to support the SOA.

Developing Logic Models at the same time as developing the SOA and its indicators should assist in creating a closer fit between outcomes, indicators and Logic Models. A quality check will ensure that the outcomes and indicators etc. used correspond between the SOA and the relevant logic model

The Logic Models should identify gaps in / barriers to meeting outcomes and how these will be addressed.

We need to consider further whether we need Business Plans in addition to Logic Models. Most of the points detailed in 9) above should be in the Logic Models.

A key issue that needs to be thought through in developing the framework for SOA 2011-14 is how the SOA influences strategies and business plans and how much the SOA reflects existing (or new) strategies and plans.

Reporting to the CPP Board

10. *The CP Board should decide whether it should have an overview of the performance of core service delivery work by partners as well as an overview of joint projects and initiatives.*
11. *Reports by theme groups should systematically cover:*
 - *SOA PIs, and the output PIs that link to them*
 - *Main initiatives that affect the area of work*

The easiest way, by far, of doing this is making sure that you start off with sound business plans (see above) and then report back on them systematically

12. Frequency of reporting should be considered – is 1/4ly too often?

Core service delivery should be monitored by individual partners but there needs to be a mechanism for the CP Board to review and comment on progress or lack of it as it affects the achievement of SOA outcomes. The conclusion of discussions around the extent to which the SOA includes 'core' services will have a bearing on this.

The framework / guidance on the Theme Groups that take forward SOA 2011-14 will need to be clear about what is reported by the groups, to whom and how often and ensure that governance, participation and information are achieved.

Improvement Service report of review of Partnership Working; feedback from Collaborative Gain Workshop

P.13 SOA outcomes are not focused and are not driving partners' service planning and budgeting

These points are closely related to the findings and recommendations of the review of the SOA and Logic Models.

Actions

- *SOA 2011 should have fewer and clearer outcomes which can drive service planning and budgeting – these are likely to be intermediate outcomes.*

Agree

- *CPP Board should consider how to deliver these fewer clearer priorities through the service planning and delivery of all partners,*

Need closer and quicker alignment between the SOA and strategies and plans

- *CPP Board should agree how to handle and describe aspects of outcomes which are less important in SOA 2011 than they were in SOA 2009.*

Agree – will be dealt with in report to Board 21st Jan 2011

- *CPP Board should agree how SOA 2011 relates to the Community Plan.*

The current community plan was discontinued and replaced by the SOA.

- *SOA 2011 will reflect a very changed financial situation which affects all partners and services, so strategies and service plans should be quickly aligned to reflect the new situation and resultant SOA priorities.*

Need closer alignment between the SOA and strategies and plans with an agreed timescale

P.14 Outcomes based working is not well enough understood to change service planning and delivery

These points are closely related to the findings and recommendations of the review of the SOA and Logic Models.

Actions

- *Logic models should be made more consistent and further external support for this and for their further development should be sought, for example from relevant policy teams in Scottish Government.*
- *Logic models should work back from desired outcomes to identify or challenge supporting activities.*
- *Logic models should help define the fewer clearer (intermediate) outcomes intended for SOA 2011.*
- *SOLACE will be asked to support the ELCPP in making best use of the Menu of Local Outcome Indicators.*

The report to the CP Board on 21st Jan will include consideration of resource implications of developing SOA 2011-14. This will include whether we 'buy in' or 'borrow' external support in developing the new Logic Models.

- *SOA 2011 will be based on community engagement and will address the gaps, i.e. issues which communities have not been engaged on, and communities of place and interest which have not been engaged.*
- *SOA 2011 community engagement should be realistic about which priorities can be tackled and funded.*

These points should be dealt with as part of the community engagement in developing SOA 2011.

P.15 Partnership working is unfocussed

These points are closely related to the findings and recommendations of the review of the SOA and Logic Models.

Actions

- *The principles of collaborative gain should determine whether and how partnership working is required to deliver an outcome.*
- *The development of SOA 2011 should clearly communicate its purpose, scope and content and the role which each partner will play in its delivery.*

The framework for developing SOA 2011-14 needs to be clear about whether it covers all services and work that will deliver on the agreed priorities/ outcomes or whether it focuses on areas where collaboration/ partnership is required.

Could think of three models

- stand alone, single agency delivery
- multi-agency where there is a lead agency
- partnership

P.16 The allocation and prioritisation of resources are required to ensure the community planning process is delivered

Action

- *CPP Board to investigate and address implications of resource issues*

Two separate issues need to be considered.

Firstly, resourcing the structures of the CPP/ SOA – this will be considered by the Board in the report on the framework for developing SOA 2011-14, specifically in relation to resources required to support the development of the SOA and then with regards to chairing/ leading and supporting the SOA theme groups including engaging with partnership groups and communities – this is linked to the role of the theme groups.

Secondly, resourcing the delivery of the SOA – consideration needs to be given to the funding required to achieve outcomes and whether, pooling of budgets etc. (see comments on P.19 below)

P.17 Awareness and understanding of outcomes amongst everyone involved

Action

- *Share lessons learned amongst CPP groups – There are positive examples of good practice amongst CPP groups who are taking the outcomes approach forward (such as the Fire Service) and lessons learned should be spread amongst CPP groups.*

The development of SOA 2011-14 should increase awareness of the SOA and its outcome focus. Training in Logic Modelling will be provided (see above) which could include sharing good practice.

Further consideration will need to be given to awareness raising of SOA 2100-14 amongst staff in all partner organisations.

The culture change (training) to 'encourage an outcomes focus' also needs to cover collaborative working/ collaborative gain.

**P.18 CPPs still dealing with existing organisation service delivery plans/ not looking to innovative solutions for the community
Board not leading on strategic issues**

Action

- *Board adopts more analytical approach and holds theme groups and forums to account*

Two issues are dealt with in this section of the report.

Firstly, the need to ensure that the SOA encourages innovative approaches. This needs to be emphasised in the development phase. Linked to need to think more creatively about collaborative working.

Secondly, the role of the theme groups and how they report to the Board to allow it to be more strategic and make strategic interventions, if required, to unblock barriers identified by theme groups. The need to consider how theme groups report to the Board (see above) should include consideration of these points. Effective reporting to and decision making by the top level partnership groups would free up the Board to be more strategic and hold the groups to account

P.19 Partnerships delivering in unstable environment

Concerns were raised over the challenges of the financial situation in the next few years and the lack of information on how this will impact on the public sector and the CPP in particular. There is a risk that partners will make more resource management decisions individually rather than working as a partnership and that further resources will be diverted from the partnership and therefore from realising Outcomes.

Action

- *Prioritising outcomes in light of new financial context.*

This raises the fundamental issue that the CP Board is not involved in resource allocation. There is no pooling of budgets or joint funding at the CPP level. The new SOA and Logic Models should at least identify budget inputs more clearly than SOA 2009 and this will allow consideration of the possible impact of budget decisions on SOA outcomes. Logic Models could also identify key additional funding streams available outwith the partnership.

P.20 Potential actions to address the logic model Issues

- *Need to review and reassess role of logic models in SOA, including what they can / can't do; which aspects need to be revisited / challenged.*
- *The logic models on their own do not seem to be an adequate substitute for proper action plans that clearly set out what is to be done, by whom, with clear timescales and reporting deadlines.*

See comments on action points on P.14 and response to Recommendations from the Review of SOA and Logic Models.

P.22 Potential actions to address the CP Structure and related issues

- *It will help to have greater clarity re 'ground rules' for participation in the CPP. Improving the clarity of the remit of each group / the contribution they are seeking to make and being clear on the expectations / duties / role of partners should help.*
- *It may help to review the membership and purpose of each theme group to ensure greater clarity, that the right people and organisations are involved who can impact positively on the priority outcomes*
- *In some areas, there seems to be a lack of clarity in the relationship between the theme groups and various other sub-groups, etc.*
- *It would help to have a stronger 'steer' from the CP Board on issues such as developing a clear vision / leadership, ensuring those involved in CP are empowered / resourced, etc.*
- *It would help to identify a 'champion' for each outcome who has the ability to pull resources together to achieve the outcome.*

These actions are related. The framework for SOA 2011-14 and related theme groups will cover these issues.

- *A strengthened CP / SOA induction process / briefing pack for new members (of theme groups) may help with some aspects.*

Guidance and training for members of the theme groups will be provided in the run up to developing SOA 2011-14 and further as required.

- *An analysis of the resource pool available for achieving outcomes / implementing initiatives could be undertaken as a first stage in matching partner resources against priority outcomes.*

This will be a key part of the development of SOA 2011-14 and its Logic Models.

- *Develop a mechanism to encourage stronger links required between theme groups to address cross-cutting actions.*
- *Establish protocols / systems to help encourage links between areas / partners which do not traditionally engage with each other; to encourage greater innovation / interface between areas.*
- *Create more opportunities for cross-cutting networking (e.g. via networking breakfast events). This may be a role for the working group to lead on.*

These issues will be included in the framework governing the development of SOA 2011-14. The CP Working Group has a key role to play in addressing cross-cutting issues that are not dealt with within theme groups or in bi-partisan working between groups.