

efficiency | quality | accountability

Single Outcome Agreements (1):

The Context

Mark McAteer

Bob Christie

Andrew McGuire

The Improvement Service

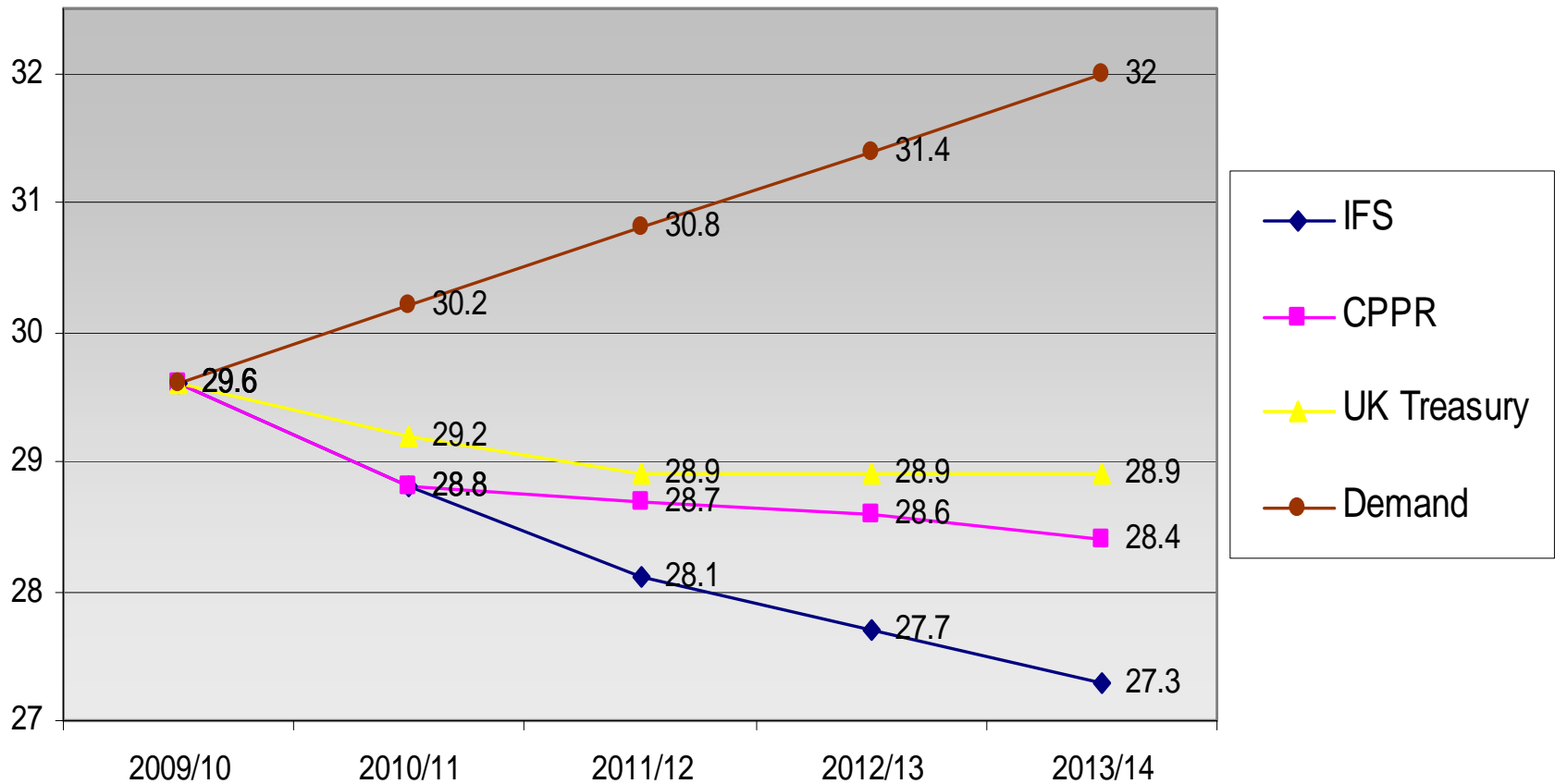
The Purpose of The Masterclass Series

- To allow elected members to engage directly with the IS on issues relevant to local government
- To allow elected members from different councils to engage in debate & learning with one another

The Operating Context For SOA's

- Incredibly tight financial environment:
 - Spending cuts & increased demand trends
 - LG share of Scottish spending
 - Scottish share UK spending

Finance & Demand 2009/10 – 2013/14 (Real Terms £Bn)



The Operating Context For SOA's

- BV2 :
 - outcome focused audit
 - 'proportionality' in audit & inspection
- More effective partnership working
 - across public sector
 - between councils
 - with voluntary & private sectors

Implications

- Significant gap between spending & demand growth – what are the priorities?
- Pressure for significant efficiency & productivity improvement
- Transformational change - need to get more strategic; ‘whole system’ not elements in isolation
- Need to get clear on corporate & partnership priorities: core outcomes

The Concordat

- Between SG & COSLA - new relationship based on mutual respect & partnership; underpins £35bn of expenditure
- To enable focus on local priorities by removing most ring-fencing & reporting
- Reduce & streamline scrutiny & inspection
- LG signed up to address 5 Strategic Objectives & 15 National Outcomes
- SOA's to be introduced during 2008/09

Single Outcome Agreements

SOAs are:

- Agreements between the Council, CP partners & Scottish Government – not imposed
 - to jointly deliver the right outcomes for the area, not just services
 - through a single mechanism – not several
 - focussing on local priorities – & linking to national outcomes

Key Messages In October 2008 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

Most CPP SOA’s have adhered to this

Masterclass SOA's : Exercise 1

1. What concerns, if any, do you have about SOA's and the way they have been developed to date ?
2. What level of involvement have you had in the preparation of your council's SOA to date - has this been sufficient ?
3. In general what benefits do you think SOA's have/ will generate for councils & for citizens/ service users ?

efficiency | quality | accountability

Single Outcome Agreements (2): Why Adopt An Outcomes Approach?

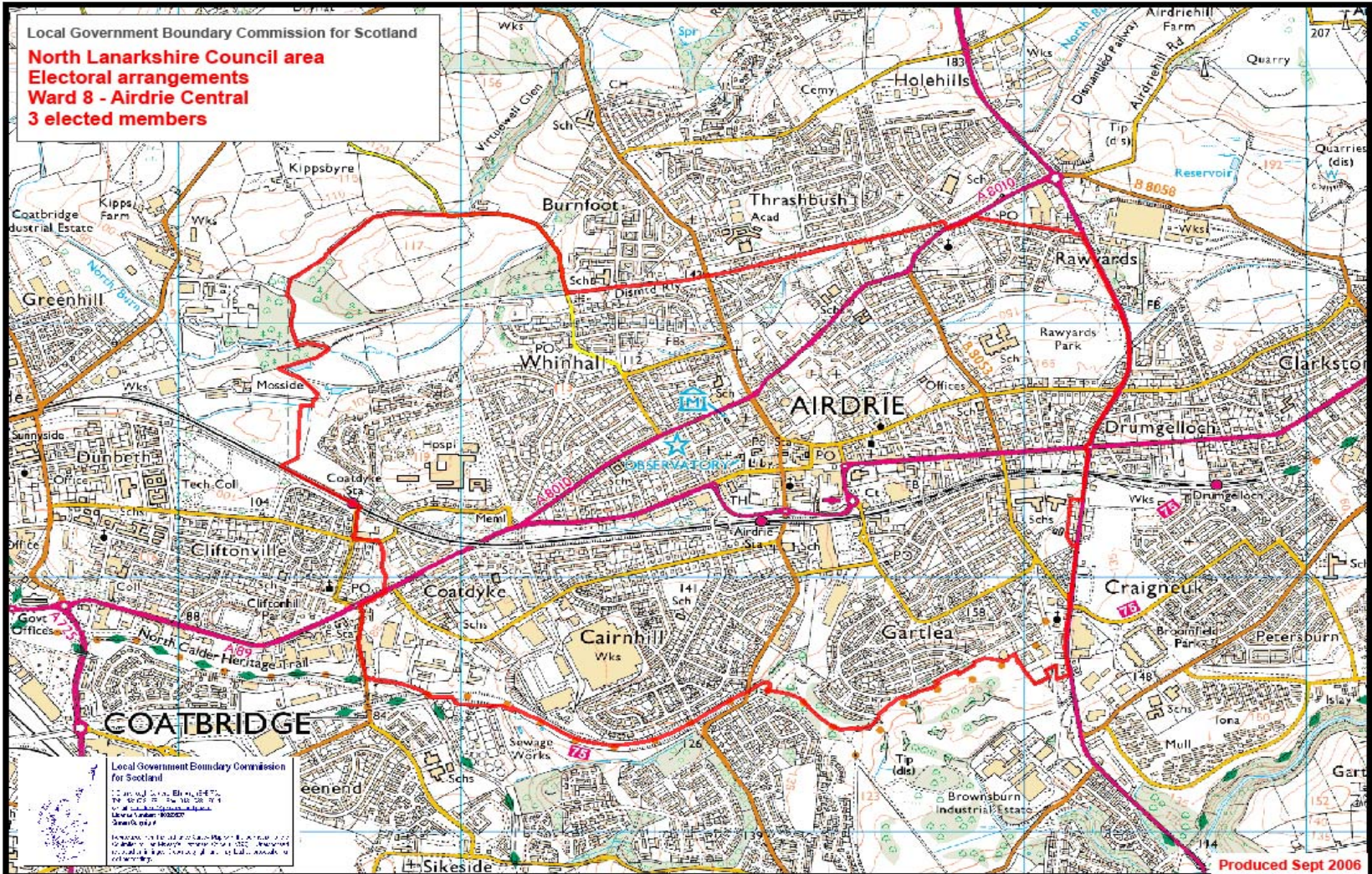
Mark McAteer
Bob Christie
Andrew McGuire

The Improvement Service

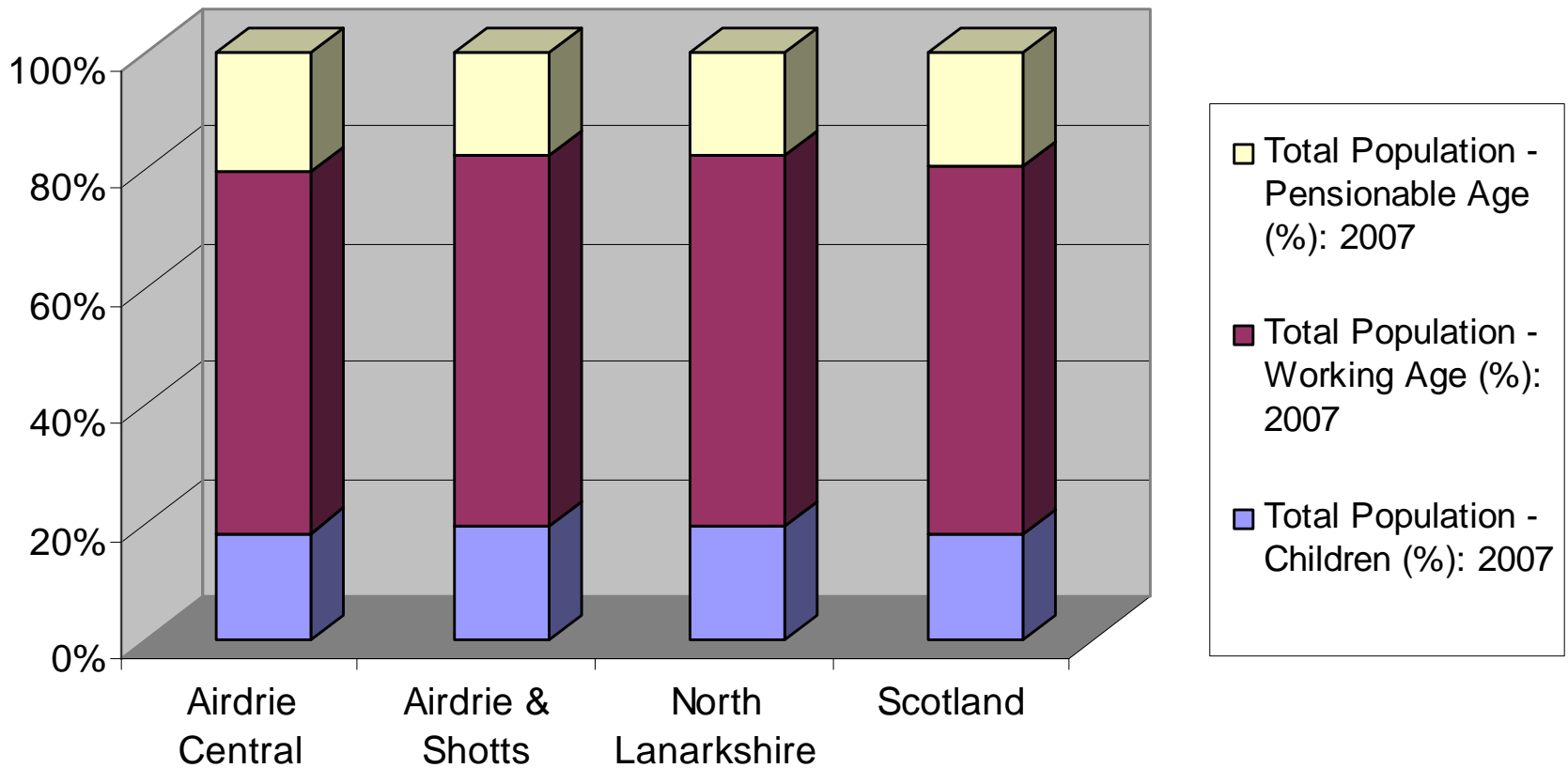
What is an Outcomes Approach?

- Outcomes are improvements in the quality of life & opportunities for customers, citizens & communities
- Outcomes are the result of what service providers do or communities achieve for themselves, rather than descriptions of services provided
- Outcomes should focus on improvements in the quality of life & opportunities for citizens & communities, & improvements in the supporting social, economic & environmental conditions
- While linking to National Outcomes, the focus should be on local priorities

efficiency | quality | accountability

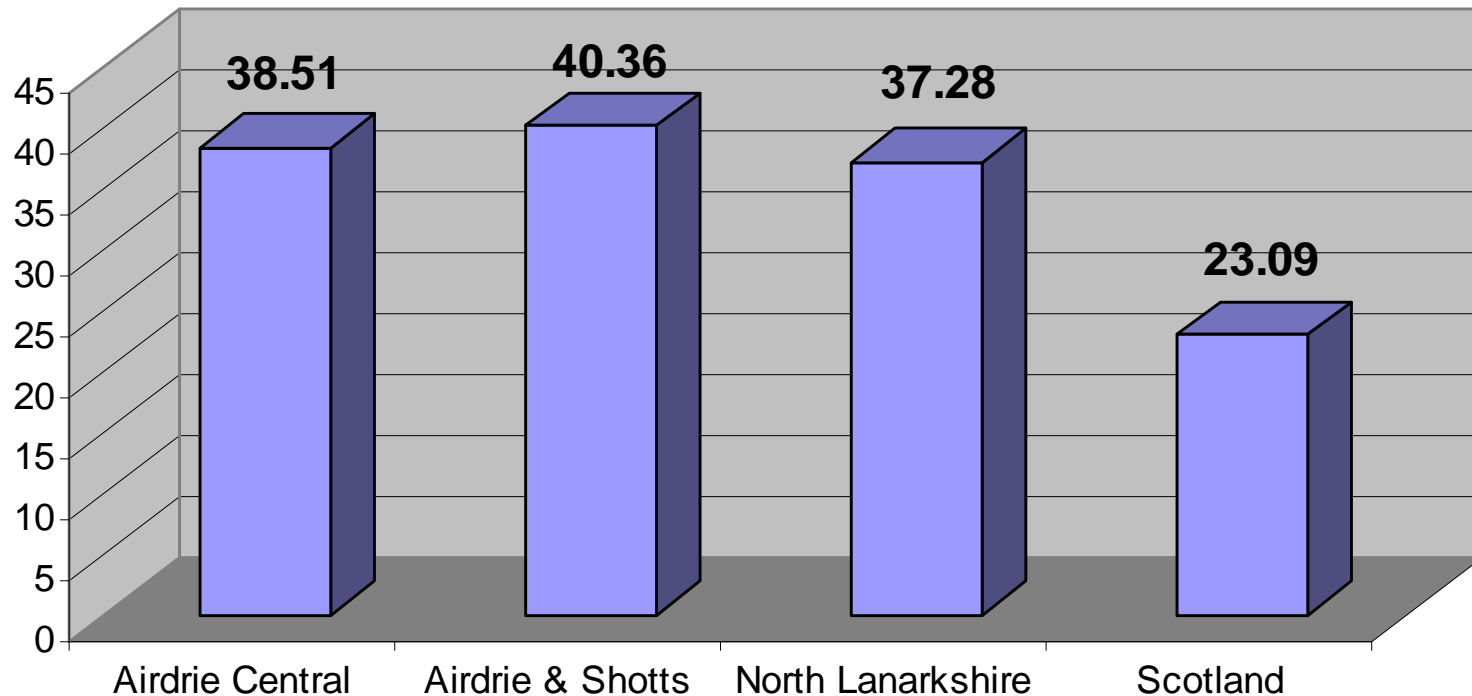


Airdrie Central - Profile



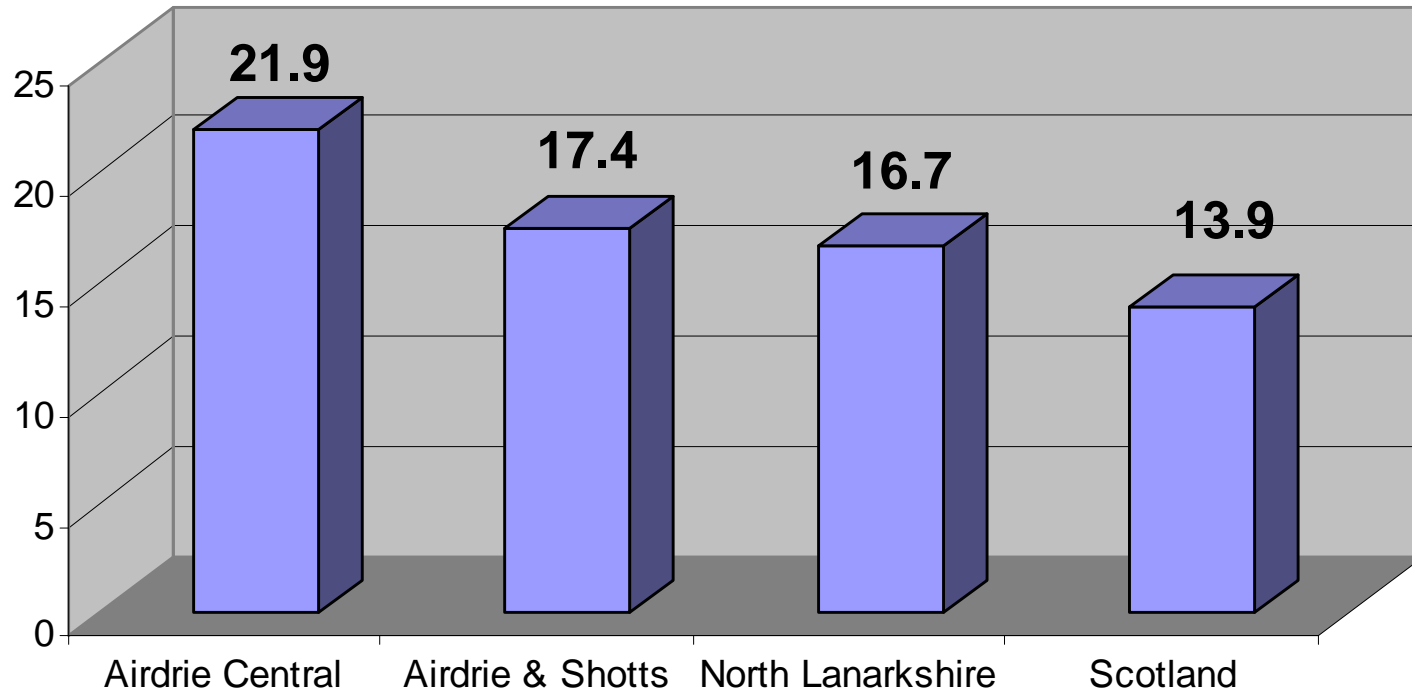
Airdrie Central - Profile

Percentage of dwellings in Council Tax band A: 2007



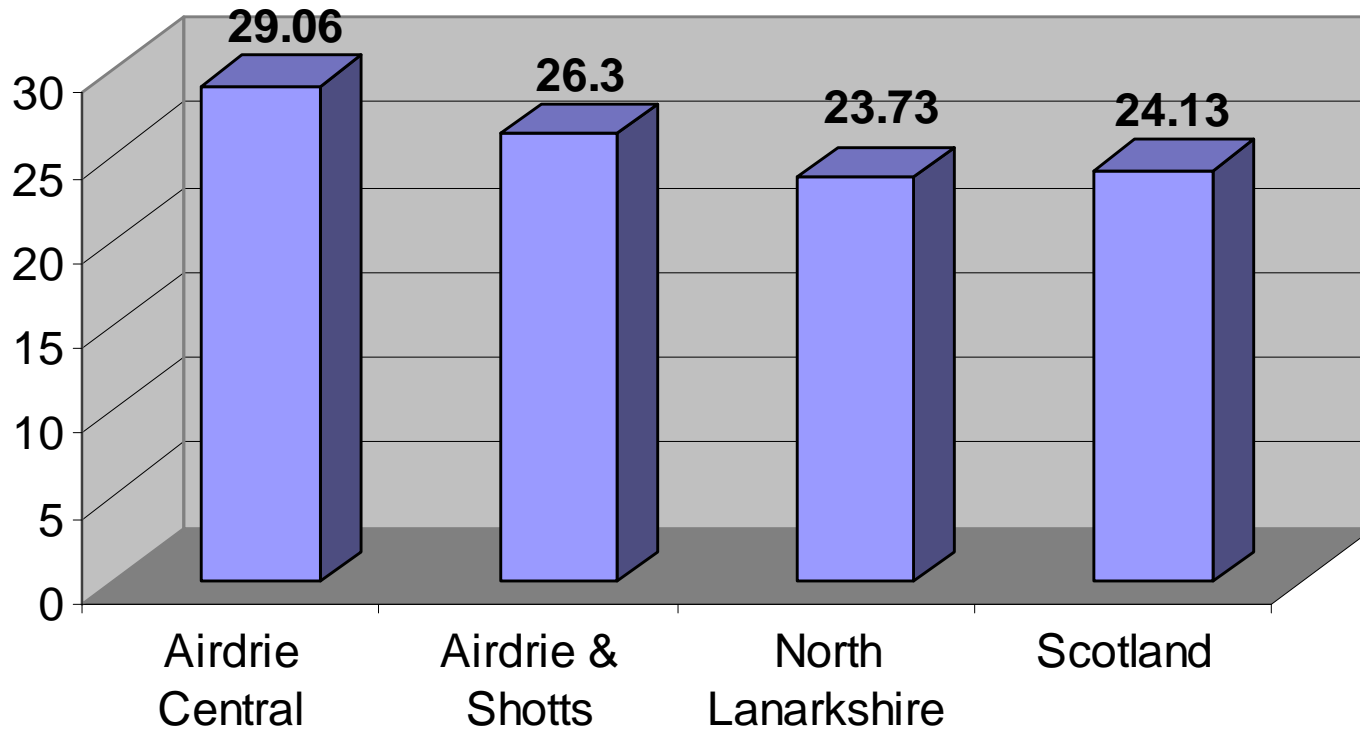
Airdrie Central - Profile

Percentage of total population who are income deprived: 2005



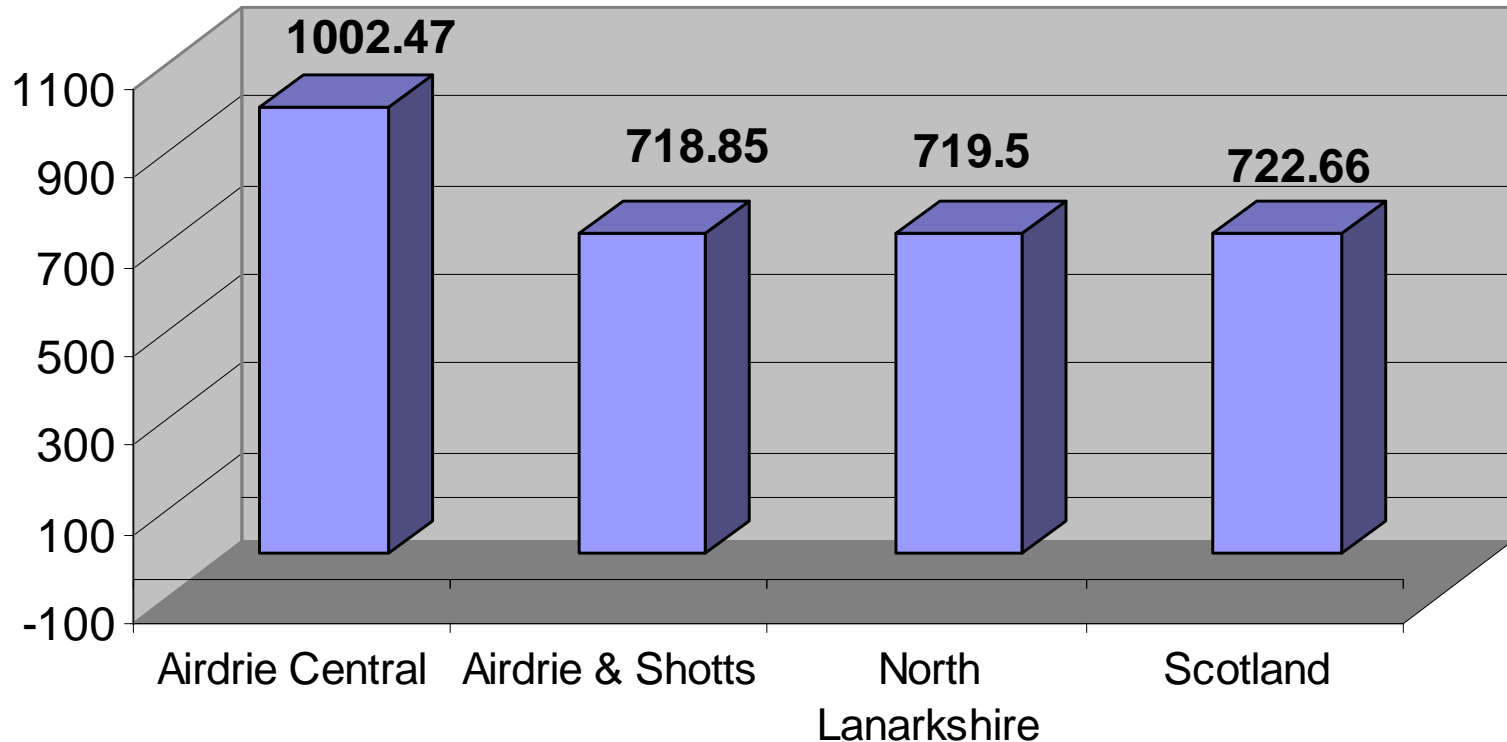
Airdrie Central - Profile

Low weight live singleton birth rate per 1000 live singleton births: 2005-2007



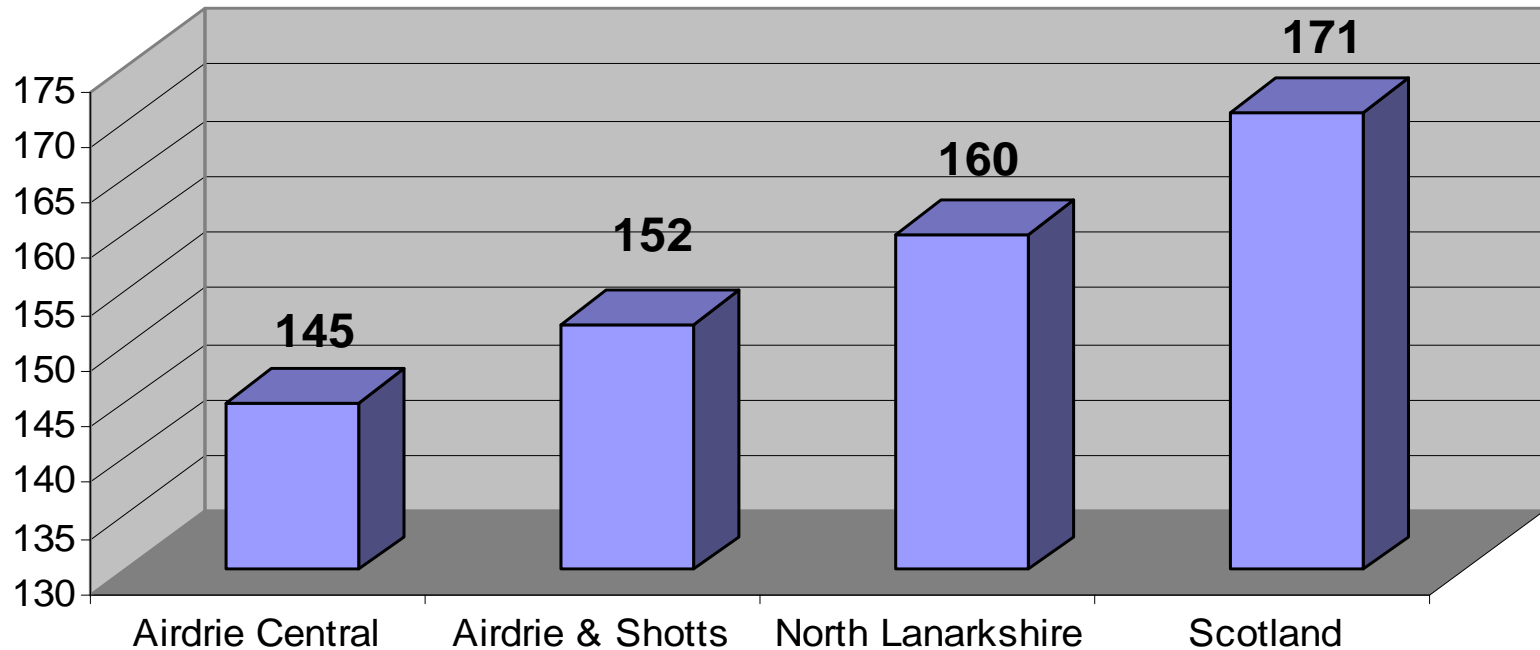
Airdrie Central - Profile

Hospital admissions for alcohol misuse - rate per 100000
population: 2001-2004



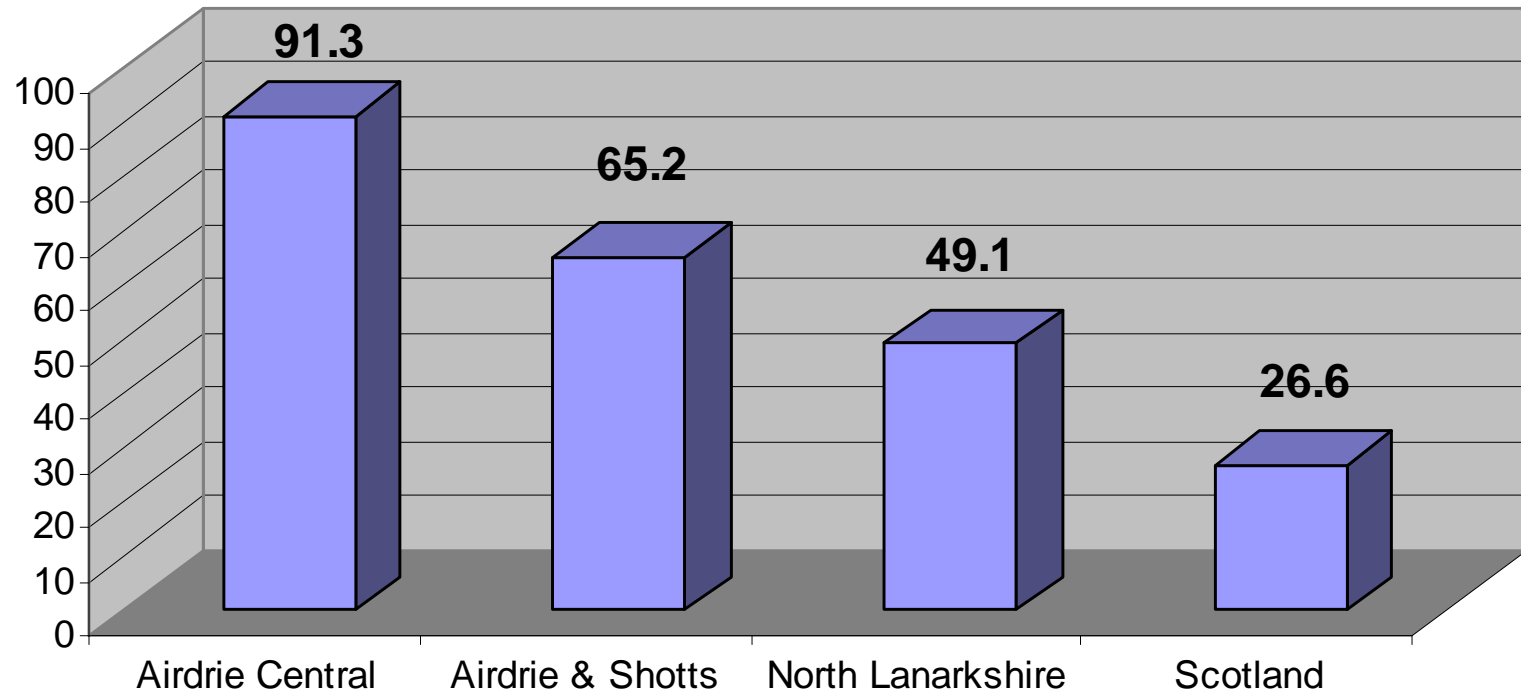
Airdrie Central - Profile

Average tariff score of all pupils on the S4 roll: 2006



Airdrie Central - Profile

Percentage of people within 0 - 500 metres of any Derelict Site: 2006



Points From The Profile

- ‘Lies, dammed lies & statistics’ - individuals don’t invalidate statistical trends within & between communities
- Consistency of patterns over time point us to outcome failures for individuals/ families/ communities
- Are these repeat patterns caused by ‘failures’ within communities or how public sector has impacted on communities ?
- Do such patterns matter ?

So Why Adopt An Outcome Approach ?

- Outcomes force questions about the impact of public services on life opportunities within & between communities
- Outcomes force issues of accountability for results
- Outcomes force questions of organisational design & the use of total public sector resources
- Outcomes force inherently political questions:
 - what matters most ?
 - what do we want our community/ communities to look like ?
 - what is the balance between the 'state'/ individual/ family/ & community ?

efficiency | quality | accountability

Single Outcome Agreements (3): Designing Effective SOA's

Mark McAteer
Bob Christie
Andrew McGuire

The Improvement Service

Governance & Accountability

- ‘Guidance’ from COG states that 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

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 & empowerment
- Current CPP arrangements & other existing partnerships are vehicles for delivery of outcomes
- All partners willing to review existing arrangements to enhance outcomes

Simplest Response

- All constituted Governance bodies approve & 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 & within the legal framework
- SOA & Community planning requirements are not identical **but** endorsement by CPP sensible
- Are partnership arrangements “Fit for Purpose”?

Strategy & SOA's

- Strategy is - knowing what you want/ knowing how to get it/ influencing others to help deliver
- Your area profile should help set strategy - as should political priorities/ community priorities
- Once strategic priorities are clear are you clear how they will be delivered – By whom? By when? With what resources?
- Are you confident that when strategic priorities are clear you will have the right information to know if you are succeeding?

Design Challenges

- Alignment of performance management frameworks of different public sector partners
- Getting the right information/ indicators to measure progress against local outcomes
- Changing how we think:
 - user/ citizen focused;
 - matching resources to outcomes;
 - assessing long term not just short term performance against outcomes

efficiency | quality | accountability

Single Outcome Agreements (4): The Roles For Elected Members

Mark McAteer
Bob Christie
Andrew McGuire

The Improvement Service

Role of Elected Members

Providing Constructive challenge

- Ensuring SOA is as robust as possible - key issues, challenges, opportunities for local area
- Grounded in strong evidence— data, trends; political views
- Prioritisation is clear – what matters what does not
- Clear focus - overall improvement vs. targeting inequalities

Role of Elected Members

Providing Leadership & Influencing Partners

- Overall level of vision & ambition - what difference will it make?
- When will things improve - targets (ambitious & achievable)
- Getting added value from Partnerships/ Partners
- Opportunity to streamline partnerships

efficiency | quality | accountability

Role of Elected Members

Community Engagement

- Key issues raised by community/ customers
- Ensuring feedback is taken on board
 - priorities
 - delivery mechanisms

Role of Elected Members Implementation

- Ensuring SOA is underpinned by robust & coherent mechanisms
- Performance reporting – keeping progress on track (*key milestones, etc.*)
- Continuous improvement - review of strategy & services

Masterclass SOA's : Exercise 2

1. In taking SOA's forward what do you think the biggest issues will be for your Council & your Community Planning Partnership ?
2. What will be the key challenges for Elected Members as SOA's continue to evolve ?
3. What type of supports, if any, do you think Elected Members will find most useful in carrying out their roles with respect to SOA's ?

efficiency | quality | accountability

Single Outcome Agreements (5): Closing Remarks

Mark McAteer
Bob Christie
Andrew McGuire

The Improvement Service

Summing Up

- SOA's present a fundamental challenge to how the public sector operates
- To take the opportunities SOA's generate we need to rethink how the public sector is designed & held accountable
- SOA's need to be politically lead