

REVIEW OF COMMUNITY PLANNING AND SINGLE OUTCOME AGREEMENTS

STATEMENT OF AMBITION

Effective community planning arrangements will be at the core of public service reform. They will drive the pace of service integration, increase the focus on prevention and secure continuous improvement in public service delivery, in order to achieve better outcomes for communities. Community Planning and SOAs will provide the foundation for effective partnership working within which wider reform initiatives, such as the integration of health and adult social care and the establishment of single police and fire services, will happen.

1. The Scottish Government and COSLA remain fully committed to Community Planning and Single Outcome Agreements. It is these key strategic building blocks, not structural change, that will achieve our overarching purpose of sustainable economic growth, better outcomes and reduced inequalities for local communities in Scotland through delivery of high quality public services.
2. This framework of Community Planning and SOAs, within the broader partnership between national and local government, has already made real impact in improving partnership working between public service agencies and local communities. However, at a time when resources are reducing and demand on public services is escalating, the Christie Commission found that action is needed to build on this success by removing barriers to effective partnership working and to ensure that leadership and cultures, systems and structures, and accountability arrangements across public services fully enable the delivery of better outcomes for communities. The Scottish Government has agreed with these conclusions and has established a broad programme of public service reform. This review is a key element of that programme.
3. The Scottish Government, COSLA and other Community Planning partners recognise that changes, including as necessary legislative change, will be needed to ensure the successful realisation of the ambitions described here. A programme and a timetable for delivering these will be developed by the Review group. This Statement of Ambition provides a clear basis for this programme, supports the work already underway within CPPs, and makes clear the ambitions of Scottish Government, COSLA and other community planning partners to move forward quickly after the local elections in May.

Conditions for Success

4. Public services must improve outcomes, and reduce the outcome gaps within populations and between areas. For Scotland to successfully and fully embrace an outcomes approach, all public services must play a full, active and appropriate role in Community Planning whether acting nationally, regionally or locally. Councils have a lead role in Community Planning and this Review must build their capacity, and that of other partners and of CPPs themselves, to ensure that better outcomes for communities are delivered through a strengthened framework of Community Planning and SOAs
5. Communities have high expectations of public services and have a key role to play in helping to shape and coproduce better outcomes within their communities. If community planning partnerships are to unlock that potential, their foundations must be built on a strong understanding of their communities, and provide genuine opportunities to consult, engage and involve them. CPPs must be able to engage closely with the needs and aspirations of their communities, within the context of local and national democratic control, with strategic oversight of other specific arrangements and accountabilities for key aspects of public service delivery. CPPs must therefore be able to influence and drive planning and investment decisions by partners towards achieving the outcomes set out in SOAs. This must include ensuring effective involvement not just of the public sector but also of the higher and further education, private, and third sectors and so CPPs must be appropriately empowered to enable them to deliver these requirements effectively, and be able to

operate within a national policy, legislative and financial environment that is similarly focussed on improving outcomes.

The SOA

6. At the heart of CPP activity is the development of an SOA that is an explicit and binding 'plan for place' to be agreed with the Scottish Government. It must include clear and formally agreed outcomes, indicators and targets, for which all partners are jointly accountable in line with their respective contributions. The SOA must be clear about both the long term outcomes to be achieved over the next decade, and the contributory outcomes, indicators and targets by which progress towards these will be demonstrated over the short and medium terms. The CPP must ensure that the SOA is resourced: partners must contribute appropriately and will be held to account by the CPP through a strong role for local elected members, and by the Scottish Government for those contributions.

What Community Planning Partnerships must do

7. **Understanding place:** CPPs must be effective in mobilising the knowledge and resources of all relevant local and national agencies to develop a clear and evidence-based understanding of local needs and opportunities, underpinned by robust and relevant data, and be capable of monitoring this over time to drive and demonstrating continuous improvement. Responsiveness to local circumstances, but within the context of the National Performance Framework and appropriate national requirements and standards, must be at the heart of Community Planning and SOAs.
8. **Planning for outcomes:** CPPs must translate this understanding into genuine planning for places that recognises the particular needs and circumstances of different communities, and that provides clear and unambiguous joint prioritisation of outcomes and improvement actions.
9. **Delivering outcomes:** the planning process must translate into hard-edged delivery of local priorities and achieve appropriate public service integration in pursuit of local priority outcomes. To achieve that, CPPs must have a clear understanding of respective partner contributions, how total resources will be targeted to deliver the priorities, and how partners will be held to account for delivery. Where changes are required, including through legislation, to ensure that the SOA is effective and binding, and that it drives integration and a focus on prevention, these will be made. Delivering effectively will also require investment in the people who deliver services through enhanced workforce development, and effective leadership.

How Community Planning Partnerships should operate

10. **Organising for Outcomes:** Each CPP must have structures that reflect its local circumstances. CPPs do not have to take direct responsibility for delivery of outcomes or integration of services where specific fit-for-purpose arrangements are already in place or are being developed. However, CPPs must have a strategic overview of such arrangements, with partners playing their constituent parts in planning and delivery arrangements to ensure that they are robust, appropriately joined-up and genuinely drive performance improvement. The proposals to integrate health and adult social care services are a particular case in point and demonstrate this approach. CPP partners must ensure that these new integrated services are appropriately connected to their wider assessment of the needs of local communities and that the outcomes to be delivered by these new integrated partnerships are reflected in SOAs and wider CPP planning. Community planning and SOAs must in turn be core to the implementation of proposals for integration of health and adult social care services and in the operation of the proposed Health & Social Care Partnerships.
11. **Accountability for Outcomes:** The unique responsibilities of CPPs require strong governance and accountability arrangements, which must complement other arrangements

such as the accountability of NHS Boards to Ministers. CPPs must be genuine Boards with all the authority, behaviours and roles that implies for them and constituent partners. That will mean clear joint and collective accountability for delivery, and CPPs will be expected to hold all partners to account for their contribution to local planning and the delivery of those plans. Where this review identifies blockages to the effective participation of some partners, systemic issues or other changes required to ensure that this responsibility is exercised, these changes will be made to ensure that full participation in the CPP happens.

12. Political oversight is key to accountability. Local elected members will exercise oversight and formal accountability through their involvement in CPPs, and will exercise joint oversight and ensure accountability with the Scottish Government through the SOA. The Scottish Government must hold national agencies to account for their contribution to local community planning and SOAs, within the context of their National remit and responsibilities. Where changes, including through legislation, are required in order to ensure effective oversight and accountability arrangements are in place these will be made.

How Community Planning Partnerships should improve outcomes

13. A focus on performance improvement is a fundamental pillar of public service reform and a key element in the development of the Community Planning and SOAs framework. Securing best value is the key driver of performance across public services.
14. While differences in local circumstances may lead to different approaches, CPPs will be accountable for the achievement of improved outcomes, including the delivery of SOAs. CPPs will be committed to outcomes-focused performance improvement and quality standards, including national requirements where appropriate, with robust self-assessment as a starting point. This will drive out inexplicable variations and ensure that CPPs deliver improvement, deploying the totality of partners' resources to achieve the outcomes for which they are jointly accountable. This process will also help groups of CPPs to work together across wider geographic areas where it is clear that the identification of opportunity and the deliver of activity at a regional or national level would be more effective.

Reporting Outcomes:

15. The development of transparent and accessible public reporting, together with an appropriate level of external scrutiny, is key to providing assurance about CPP effectiveness and SOA delivery, and to supporting CPPs in performance improvement. A cohesive approach to capacity building, driven and owned by CPPs themselves, is required, which is supported by co-ordinated activity by the Scottish Government, improvement bodies and others where appropriate. Scrutiny arrangements for CPPs and those for individual partners must complement, not cut across, each other; and take account of the differing governance structures and accountabilities of non-public sector partners.

Conclusion

16. This shared Statement of Ambition makes clear the commitment of the Scottish Government, COSLA and representatives of Community Planning Partnerships to retain and develop Community Planning and SOAs as the heart of an outcomes-based approach to public services in Scotland. It also sets out what is required from the Community Planning and SOA framework, and of national government, for these aspirations to be fully and effectively realised.

Key Principles for Community Planning (from 'Future Shapes' paper discussed by the Senior Officers Group on 31 Jan)

The following set of principles will shape the further work of the review. The community planning and single outcome agreement framework is about:

- Delivering **demonstrable** improvements to people's lives
- Delivering unambiguous **performance** commitments and cost effective service models
- Using an evidence based approach, underpinned by **disaggregated** data, to drive improvement in meeting the differing needs of local populations
- Focusing upon reducing outcome **gaps** within populations and between areas
- Focusing upon delivering **joint** prioritisation of outcomes, interventions and resource use by public services and in so doing strengthening joint working between and the integration of public services
- Promoting early intervention and **prevention** approaches in reducing outcome inequalities
- Strengthening **scrutiny** by local democratically elected politicians of how partnerships operate to achieve better outcomes
- Strengthening **community** engagement and participation in delivering better outcomes