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**Title: Draft Single Outcome Agreement 2013-2023**

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**1. PURPOSE**

- 1.1** The current Community Plan / SOA will end in March 2013. The purpose of this report is to seek comments and feedback from Partners on the latest draft of Argyll and Bute's new Community Plan/Single Outcome Agreement (SOA) 2013-2023

**2. RECOMMENDATIONS**

It is recommended that the ACPGs-

- 2.1** notes the draft outcomes for the SOA 2013-23
- 2.2** notes that elected members will have the opportunity to comment on the draft outcomes at the council meeting scheduled for the 21<sup>st</sup> of March 2013.
- 2.3** notes that a final draft of the SOA will be presented for approval by the Full Partnership on the 27<sup>th</sup> of March 2013.

**3. BACKGROUND**

- 3.1** in light of recommendations made in the Christie Commission Report the Scottish Government and CoSLA have reviewed Community Planning Partnership arrangements and Single Outcome Agreements. The findings of the review and subsequent guidance published in December 2012 has made clear the requirement for transformational change in service delivery to improve outcomes for people, tackle inequality and maintain financial sustainability in the face of continuing social and economic challenges. The key drivers behind the review are the broad principles of prevention, integration and greater collaboration of partners and delivery of public services and clear local outcomes supported by a joint performance framework with clear lines of accountability across the partnership.
- 3.4** Local agreements are now being developed by all Community Planning Partnerships in Scotland, setting out 10 year outcomes, supported by 3 year interim term outcomes, and short term action areas. Single Outcome Agreements will be complemented by local Police and Fire Plans.

- 3.5** Greater integration of public service delivery across the partnership remains a priority in Argyll and Bute's Single Outcome Agreement. This should allow us to continue to improve effectiveness and efficiency of our public services and partnerships. The Single Outcome Agreement for 2013-2023 fulfils the national expectations as set out in the 'Statement of Ambition' from the national review.
- 3.6** This Single Outcome Agreement is set out under the 3 main themes focused on People, Place and Partnership Working. It sets out the partnership's vision for securing long term outcomes for Argyll and Bute. It has been drawn up in consultation with our Community Planning partners, Area Community Planning Groups and other interested parties. This included themed discussion groups which took place throughout January and February 2013.
- 3.7** The Single Outcome Agreement sets out proposals on how the CPP will deliver on the outcomes agreed for Argyll and Bute. Transformational change is expected, therefore, the CPP is proposing key areas of action that will provide the framework to enable Argyll and Bute to deliver the level of ambition required.
- 3.8** The first draft was considered by the CPP on the 6<sup>th</sup> of February. Following feedback from Partners and further themed discussions this second draft of the proposed outcomes is now being presented to the Management Committee for consideration (Appendix 1).
- 3.9** It is intended that the final draft of the SOA will be submitted to Scottish Government by the 1st April 2013.

#### **4. CONCLUSION**

- 4.1** The development of the new community plan/SOA is on track. Following discussion on the 6<sup>th</sup> of February at the Management Committee the discussion groups have continued to develop the plan. Following further discussions at Management Committee on the 6<sup>th</sup> of March a final draft will be presented to the Full Partnership on the 27<sup>th</sup> of March 2013. Once signed off the document will be submitted to the Scottish Government.

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## Appendix 1 – Proposed Outcomes for SOA 2013-23

Long term Outcomes – 10 years	Short term Outcomes – 3 years	Priority Action Areas – Years 1 -3
<b>PEOPLE</b>		
Argyll and Bute has a stable population with an increased proportion of economically active people (PP1, PP2)	<ul style="list-style-type: none"> <li>• Our towns and communities are dynamic, sustainable and connected.</li> <li>• Comparative performance on education and health metrics are improved.</li> <li>• Our quality of life is improved.</li> <li>• Our transport infrastructure is improved.</li> <li>• Argyll and Bute is recognised as an attractive area for young people</li> <li>• Income levels are increased to become closer to national average.</li> <li>• The Third Sector is robust well governed contributing to and attracting resources into the local economy.</li> <li>• More people choose to live in the commutable areas of Argyll and Bute.</li> <li>• The local economy benefits from the unique and strong cultural identity of Argyll and Bute.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the roll out of high speed broadband.</li> <li>• Lobby to improve coverage and quality of mobile phone signals.</li> <li>• Develop regeneration plans for key centres including Inveraray, Rothesay and Dunoon.</li> <li>• Improve the natural and built environment</li> <li>• Improve transport infrastructure (eg air routes, no of air passengers, no of ferry passengers, a fix for the A83, A85, improved A82 etc)</li> <li>• Increase the proportion of our young people going into positive destinations in Argyll &amp; Bute.</li> <li>• Improve alignment of education and training with business requirements and economic opportunity.</li> <li>• Increase public sector employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc.</li> </ul>
Children in Argyll and Bute have the best possible start (PP3) *	<ul style="list-style-type: none"> <li>• Improved life chances for our young people and those of future generations.</li> <li>• Learning and education opportunities are better matched with the aspirations of our young people.</li> <li>• All children are developmentally ready to start P1.</li> <li>• Children, young people and families at risk are safeguarded.</li> <li>• All babies experience the best possible pre and peri natal environment</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in early years services and through targeted and collaborative support programmes.</li> <li>• Develop school risk matrix to identify and track pupil's learning and development to trigger earlier intervention.</li> <li>• Improve child protection processes through effective partnership working.</li> <li>• Reduce number of looked-after children.</li> <li>• Support the development of parenting skills through targeted services.</li> </ul>

		<ul style="list-style-type: none"> <li>• Achieve child healthy weight targets.</li> <li>• targeted breast feeding promotion work is carried out in the areas with poorer breast feeding rates</li> <li>• smoking cessation work is carried out with all pregnant mothers who smoke</li> </ul>
<p>People living active, healthier, and independent lives safeguarded from harm. (PP3, PP5, PP6) *</p>	<ul style="list-style-type: none"> <li>• Older people live active, independent, healthy lives.</li> <li>• People are active members of the community and contribute to the local economy.</li> <li>• People choose to maintain independence and are an integral part of their local communities.</li> <li>• People are empowered to make their own choices and live safely with dignity in their own communities.</li> <li>• The impact of alcohol and drugs on our communities and on the mental health of individuals is reduced.</li> <li>• The incidence and impact of domestic violence is reduced.</li> <li>• Individuals lead more active healthier lives through increased participation in sport and physical activity.</li> <li>• Mental health and wellbeing is improved.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to shift the balance of care from institutional to community based settings.</li> <li>• Promote and develop care and support at home that contributes to preventing avoidable admissions to hospital or residential care.</li> <li>• Promote and build social networks that may sustain people to live more independently for longer.</li> <li>• Remodel services to reflect increased personalisation through self directed support.</li> <li>• Work in partnership to tackle obesity and diabetes.</li> <li>• Work in partnership to develop local tobacco control plans.</li> <li>• Develop strategies to improve prevention and referral and access to alcohol and drug services through coordinated partnership working.</li> <li>• Develop more opportunities for people to participate in physical exercise/activity</li> <li>• All service providers use an approach which encourages mobility and promotes strength and balance reducing falls in older people</li> <li>• All voluntary and statutory sector staff use all interventions as opportunities to promote an individual's mental health and wellbeing.</li> <li>• As evidence for prevention of cognitive decline is established the CPP incorporates it into appropriate strategies.</li> </ul>
<p>People have the skills,</p>	<ul style="list-style-type: none"> <li>• Young people are ambitious and realise their full</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement the curriculum for excellence</li> </ul>

<p>attitudes and achievements to succeed throughout their lives (PP2, PP4)</p>	<p>potential.</p> <ul style="list-style-type: none"> <li>• Our people have flexible skillsets that enables them to achieve positive destinations and career paths that respond to market opportunities</li> <li>• We capture the contribution of our communities to deliver education.</li> <li>• Our school-children are successful learners and contribute effectively to our communities.</li> <li>• People are better skilled, trained and ready for employment.</li> </ul>	<p>and the introduction of the new national qualifications.</p> <ul style="list-style-type: none"> <li>• Increase the number of young people gaining accredited achievement awards.</li> <li>• Encourage people to participate in learning throughout their life.</li> <li>• Increase employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc. across all sectors</li> <li>• Address gaps in provision through strategic skills pipeline.</li> <li>• Increase skills and capacity through the work of the Argyll and Bute Employability Partnership.</li> </ul>
<p>Health inequalities are reduced (PP3, PP5, PP6) *</p>	<ul style="list-style-type: none"> <li>• We have broken the intergeneration cycle of inequality through targeted prevention.</li> <li>• Positive lifestyle choices are promoted through education and encouragement.</li> <li>• The gap in health inequalities is narrowed through targeting disadvantage.</li> <li>• Health conditions most closely associated with deprivation are reduced.</li> <li>• Adverse childhood events are reduced.</li> <li>• Generic initiatives and services which improve quality of life and wellbeing for all are supported.</li> <li>• People can access a choice of suitable, high quality and affordable housing options.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve access to opportunities for physical exercise.</li> <li>• Work in partnership to provide health promoting education and initiatives.</li> <li>• Integrate positive lifestyle choices with parenting support and other early intervention initiatives.</li> <li>• Promote the improvement of housing stock across all tenures.</li> <li>• Maintain a newbuild social housing programme including care-housing to enable people to live more independently.</li> </ul>
<p>People in Argyll and Bute are safe (PP3, PP4) *</p>	<ul style="list-style-type: none"> <li>• People in neighbourhoods and towns are safe from violence, antisocial behaviour, disorder and alcohol related disorder.</li> <li>• Road users are able to travel on our roads safely and the safety of high risk groups is improved.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop CPP communication strategy which will enable the promotion of positive perceptions and improvements.</li> <li>• The CPP takes a lead role in driving the Community Safety Strategy forward.</li> <li>• Provide support and assistance to all victims of</li> </ul>

	<ul style="list-style-type: none"> <li>• Domestic violence is addressed through improved education, supporting victims, tackling offenders and increasing awareness and confidence to report.</li> <li>• People feel reassured about their own and other people's safety and are engaged in making their home and area a safe place to live in.</li> <li>• A clear strategy tackling antisocial behaviour and violence related to alcohol and licensed premises is in place.</li> </ul>	<ul style="list-style-type: none"> <li>• domestic violence and robustly manage offenders.</li> <li>• Reduce and prevent disorder, antisocial behaviour and violence through identification of hot spots and the management of repeat offenders with a particular focus on alcohol related offences.</li> <li>• Support people, particularly vulnerable groups (including partner referrals), through home and fire safety visits to identify preventative measures.</li> <li>• Reduce serious and organised crime through targeting offenders and groups who cause harm to our communities and ensure positive interventions where appropriate.</li> </ul>
<b>PLACE</b>		
Communities are safe, strong, resilient and self-reliant (PP4, PP6) *	<ul style="list-style-type: none"> <li>• Communities feel reassured and are engaged in making their area a safe place to live in.</li> <li>• Third sector and community councils support community resilience.</li> <li>• All agencies are equipped and able to respond to any critical incidents and support communities within Argyll and Bute.</li> </ul>	<ul style="list-style-type: none"> <li>• CPP to be instructed on how to work more effectively with Community Councils and other community groups.</li> <li>• Work in partnership to ensure third sector and community councils have access to information and support, including training.</li> <li>• Community councils complete community resilience plans.</li> <li>• Agencies develop clear contingency and resource plans for emergencies which are exercised accordingly.</li> </ul>
The natural and built environment is safe, respected valued and free of environmental crime (PP4) *	<ul style="list-style-type: none"> <li>• The environment is respected, valued and free from vandalism, criminal damage, dog fouling and litter.</li> <li>• Road users are able to travel on our roads safely and the safety of high risk groups is improved</li> <li>• Residents and visitors can safely enjoy our inland and coastal amenities and water without</li> </ul>	<ul style="list-style-type: none"> <li>• Improve signage e.g. to drive on left, etc.</li> <li>• Identify high risk groups (road users) and take proactive measures through engagement, education, prevention and enforcement.</li> <li>• Identify high risk locations and times where fire occurs and respond to these findings with proactive preventative measures.</li> <li>• Work in partnership with services and community</li> </ul>

	<p>damaging the environment.</p> <ul style="list-style-type: none"> <li>• There are fewer incidences of deliberately set fires.</li> <li>• Our commercial, industrial and leisure premises are safe places for our residents and visitors to work and visit.</li> <li>• The economic prosperity of the area is enhanced through residents and visitors feeling reassured and safe when accessing the local economy and recreational facilities.</li> </ul>	<p>groups to improve the environment and reduce vandalism, littering and dog fouling.</p> <ul style="list-style-type: none"> <li>• Conduct regular Fire Safety audits of business premises.</li> <li>• Work in partnership with the business community, licensing and other enforcing authorities to promote the required safety standards.</li> <li>• Work with owners and occupiers at a local level to provide advice and guidance in the reduction of unwanted fire alarm signals.</li> </ul>
<p>Argyll and Bute has thriving diverse businesses in rural and urban areas (PP1, PP2)</p>	<ul style="list-style-type: none"> <li>• Argyll and Bute is recognised nationally and internationally as a location for marine science education, research and business activity.</li> <li>• We have a thriving, sustainable renewable energy sector with well-developed local supply chains.</li> <li>• We have a robust tourism sector with an extended season, a higher value proposition and increased turnover.</li> <li>• Oban is recognised as a growing commercial centre and university town.</li> <li>• People are better skilled, trained and ready for employment.</li> <li>• There are more businesses of scale.</li> <li>• The number of business starts particularly those with higher growth potential is increased.</li> <li>• Levels of entrepreneurship are increased.</li> <li>• We make the best use of our environment.</li> <li>• Income levels are increased to become closer to national average.</li> <li>• The Third Sector is robust well governed contributing to and attracting resources into the local economy.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase business turnover (HIE Clients)</li> <li>• Business Gateway supports and advises business start-ups and existing businesses.</li> <li>• Increase international turnover with more Argyll and Bute businesses trading internationally.</li> <li>• Work with key tourism industry partners such as Argyll and the Isles Tourism Co-operative Ltd (trading arm of AISTP) to further develop the tourism value chain linked to the area's unique heritage, provenance and authenticity</li> <li>• Secure tenants for European Marine Science Park phase 1 and secure land for road improvements for future phases.</li> <li>• Agree Lorn Arc TIF, and investments to facilitate growth.</li> <li>• Develop proposition recognising Oban as a university town.</li> <li>• Perhaps other sector specific eg around tourism or if possible to track employment in growth sectors?</li> <li>• Encourage local apprenticeship and training programmes which align with the demands of the local job market.</li> <li>• Work with local employers, training and education</li> </ul>

		providers to review current and future skills requirements. (Strategic Skills Pipeline).
<b>PARTNERSHIP WORKING</b>		
Argyll and Bute is empowered to deliver its public services (PP1)	<ul style="list-style-type: none"> <li>The economic impact of the public sector is maximised in recognition of the socio-economic and geographic characteristics of the area.</li> <li>Local people are supported to take up local jobs.</li> </ul>	<ul style="list-style-type: none"> <li>Review current practices in public sector procurement policies and processes to give a more accurate reflection of best value (community benefit clauses, etc).</li> <li>Promote community benefit clauses.</li> <li>Consider carbon footprint.</li> <li>Review current partnership interventions and programmes to assess impact and alignment with priorities.</li> </ul>
Responsibility for delivering outcomes is shared through effective partnership working (PP 1-6) *	<ul style="list-style-type: none"> <li>People feel reassured about their own and other peoples safety and are engaged in making their area a safe place to live in.</li> <li>We have a domestic violence and violence against women strategy in place.</li> <li>Communities have the opportunity to engage with partners to develop action plans/projects</li> </ul>	<ul style="list-style-type: none"> <li>Work in partnership with services and community groups to improve the environment and reduce vandalism, littering and dog fouling.</li> <li>Reduce and prevent disorder, antisocial behaviour and violence through multi-agency information sharing and effective problem solving meetings.</li> <li>Support people, particularly vulnerable groups, through multi agency information sharing and action to promote personal and home safety.</li> </ul>
Third sector service providers contribute to the community and economic wellbeing of Argyll and Bute. (PP 1-6)	<ul style="list-style-type: none"> <li>The Third Sector is robust and well governed.</li> <li>The Third Sector attracts resources into local communities.</li> <li>The innovative third sector produces more flexible and responsive local services.</li> </ul>	<ul style="list-style-type: none"> <li>The third sector works to achieve sustainability and improve resilience (eg breadth of income streams)</li> <li>Third sector organisations attract external resources to support Argyll &amp; Bute economic growth (external funds measured).</li> <li>All third sector service providers are incorporated organisations with robust governance.</li> </ul>



