

REPORT TO: COMMUNITY PLANNING BOARD – 7 JULY 2011

**SUBJECT: SINGLE OUTCOME AGREEMENT – QUARTER 4
MONITORING STATEMENTS**

BY: CORPORATE POLICY UNIT MANAGER

1. REASON FOR REPORT

1.1 The Community Planning Board is invited to consider an analysis of performance in addressing the national and local outcomes over the fourth quarter of the 2010/11 Single Outcome Agreement.

2. RECOMMENDATION

2.1 It is recommended that the Community Planning Board:

- (i) scrutinise the performance against the key actions addressing the national and local outcomes at the end of the third quarter of 2010/11;**
- (ii) scrutinise the performance against the milestones for which the Community Planning Board is responsible;**
- (iii) consider any recommendations or further work to suggest to theme groups in relation to progress.**

2.2 The Community Planning Board is also asked to consider the strategic direction it wants to take on the overall progress against the Single Outcome Agreement commitments given the number of milestones which are subject to slippage.

3. BACKGROUND

3.1 Performance against the progress on the Single Outcome Agreement (SOA) is reported to the Community Planning Board and theme groups throughout the cycle. In addition progress is reported to the Council's Policy and Resources Committee to review the council's contributions to meeting its commitments within the SOA as well as the Audit and Performance Review Committee who scrutinise performance in more detail.

3.2 The monitoring reports are an important aspect to demonstrate to Government that the Community Planning Partnerships have contributed to the delivery against the local and national outcomes.

3.3 For this meeting the Board receives the overall progress against the key actions across all themes in addition to progress against the milestones remitted to the Board. The strategic theme groups will receive their overall progress and progress against their milestones at future theme group meetings.

3.4 Updates against all milestones are included in the Quarter 4 Performance Monitoring Statements published on the 'Your Moray' website.

4. SOA PERFORMANCE SUMMARY – QUARTER 4

4.1 The following table provides a summary of overall performance in statistical terms of the key actions under each of the strategic theme groups.

4.2 As at the end of March 2010, of the 47 key actions, 1 was between 25% and 49% complete; 8 were between 50% and 74% complete; 17 were between 75% and 99% complete and 45% were completed within original target timescales achieving overall 81% completion of SOA 2010/11 objectives. Although all action have not progressed as expected, improved performance is evident across the reporting quarters.

Strategic Group	Number of Key Actions	Overall Progress 0 - 24%	Overall Progress 25 - 49%	Overall Progress 50 – 74%	Overall Progress 75 – 99%	Complete
Community Planning Board	2				2	
Greener	6			4	2	
Healthier	12			1	3	8
Safer & Stronger	13			1	4	8
Smarter	7				5	2
Wealthier & Fairer	7		1	2	1	3
Total – Quarter 4	47	0	1 (2%)	8 (17%)	17 (36%)	21 (45%)
Total – Quarter 3	47	4 (9%)	0	26 (55%)	18 (38%)	0
Total – Quarter 2	47	4 (9%)	20 (43%)	23 (49%)	1 (2%)	0
Total – Quarter 1	47	24 (51%)	23 (49%)	1 (2%)	0	0

4.3 In total, 411 milestones underpin 47 key actions, 343 (83%) have been completed with 68 (17%) not having progressed as originally expected, which impacts on the realisation of SOA Local Outcomes agreed with the Scottish Government. Across the Theme Groups the following milestones underpinning key actions, have not progressed as originally expected. As the Board requested, these milestones will be the subject of reports by Lead Officers to the relevant Theme Groups.

4.4 Greener

Local Outcome; Carbon Management and Climate Change – Key Action; Adoption of energy efficiency target and objectives – Milestones; Initial SMART

meters installed (Quarter 1 60%) / Rolling programme of SMART meter installations (Quarter 2 60%) / Continue to roll out energy saving projects across council buildings (Quarter 3 75%) / Report on the energy saving projects undertaken and savings made (Quarter 4 50%)

Due to changes in the Carbon Reduction Commitment Energy Efficiency Scheme, SMART meters will be offered by suppliers as part of the Procurement Scotland contract commenced in April 2011; Phase 1 is now underway, albeit outwith original target timescales. Eight energy projects were completed in 2010/11 with a further 28 planned in 2011/12. A report on energy savings made was submitted to the Policy and Resources Committee in June.

4.5 Greener

Local Outcome; Carbon Management and Climate Change – *Key Action;* Awareness raising of alternative fuels, sources and building techniques – *Milestones;* Review timetable for Renewables Strategy (Quarter 1 25%) / Complete research with partners in auditing renewable tech practices, developing a discussion paper for a Renewables Strategy with CPP led projects to kick start uptake of renewable technologies (Quarter 2 25%) / Develop suite of quantitative performance indicators to measure renewables activity for 2010/11 (Quarter 2 25%)

Draft frameworks for the Sustainable Design Guide and the Renewable Energy Action Plan have been prepared and will be submitted to the rescheduled meeting of the Greener Strategic Group in June. Various partners have contributed to the development of measureable actions and targets.

4.6 Greener

Local Outcome; People will be able to access sustainable transport – *Key Action;* Improvement, promotion and management of Moray's Core Paths network – *Milestone;* Complete pilot project for Core Paths Management Plan (Quarter 2 50%) / Publish and adopt the Moray Core Paths Plan (Quarter 3 0%)

In addition to the project taking longer than anticipated due to complexities, other workload priorities and issues relating to DBS and the 2011/12 budget setting have impacted on achievement within original target timescales. Completion is anticipated by July 2011.

4.7 Greener

Local Outcome; People will be able to access sustainable transport – *Key Action;* Travel planning for organisations and schools – *Milestone;* Operational/completed Travel Plans for 50% of Elgin Schools (Quarter 2 75%) / Conduct updated travel survey of workplace travel for the Moray Council (Quarter 3 0%) / Establish workplace travel planning portal via 'Urban Freedom' web site (Quarter 4 0%)

Due to lack of staff resource, there has been no further progress with school travel plans; which have been produced for three primary schools within the Elgin area and are progressing across others. The travel survey will be undertaken following completion of the new Council building. The workplace travel planning portal has been deferred to 2011/12 due to limited staff resources.

4.8 Greener

Local Outcome; People will be able to access sustainable transport – *Key Action;* Widening travel choice – *Milestone;* Full implementation of Phase 1 ‘real time’ bus information system (Elgin area) (Quarter 1 96%) / Public transport real time information phase 2 – Real time information to be made available via the internet (Quarter 2 75%)

Real time passenger information is installed and operational, although corrected timetable data awaited from Stagecoach.

4.9 Healthier

Local Outcome; An increased number of elderly and vulnerable people will be able to sustain an independent quality of life – *Key Action;* Improve support to carers – *Milestone;* Circulate research project findings in relation to recording and tracking unmet need in respite services (phase 1 and 2) (Quarter 4 0%)
Surveys complete, result analysis expected by June 2011.

4.10 Healthier

Local Outcome; An increased number of elderly and vulnerable people will be able to sustain an independent quality of life – *Key Action;* Improving pathways – *Milestone;* Pilot early supported discharge using assistive technology to enhance Home from Hospital (Quarter 3 75%)

Due to difficulties in releasing NHS staff to support the project within original target timescales, this milestone will be carried forward to the 2011/12 reporting period.

4.11 Healthier

Local Outcome; An increased number of people in Moray will be active in improving their own health – *Key Action;* Address use of anti-depressants – *Milestone;* Implement ‘Steps out of Stress’ programme for Moray (Quarter 3 50%) / Implement Integrated Care Pathway for Depression in Moray (Quarter 4 0%)

Basic education undertaken by Clinical Associate in Applied Psychology with 18 staff participating in formal training in May 2011; it is anticipated that the ‘Steps out of Stress’ programme will progress thereafter, albeit outwith original target timescales. At the time of reporting no progress update was available against the implementation of an integrated Care Pathway for Depression in Moray.

4.12 Healthier

Local Outcome; An increased number of people in Moray will be active in improving their own health – *Key Action;* Reduce suicide rate between 2012 and 2013 by 20% – *Milestone;* Establish support service for those bereaved by suicide (Quarter 3 0%)

Budget changes to allocation have meant this proposal is unaffordable.

4.13 Safer and Stronger

Local Outcome; An increased number of elderly and vulnerable people will be able to sustain an independent quality of life – *Key Action;* Adult support and protection – *Milestone;* Deliver training sessions to Adult Protection Committee members, Moray Council Councillors and identified senior managers of the Community Planning Partnership (Quarter 1 90%) / Review training provided

during year and revisit training needs analysis (Quarter 4 25%) / Embed performance management framework within Adult Protection structures (Quarter 4 15%)

Training will be delivered when committee time is identified. A training review has commenced with the Grampian Audit Support and Protection Training Strategy under development and expected to be presented to the Moray Adult Protection Committee for approval in July. A proposal to develop a management framework is being drafted for presentation to the Adult Support and Protection Committee and Practice Governance Board in June.

4.14 Safer and Stronger

Local Outcome; Getting it right for every child; Life chances for children, young people and families at risk in Moray will improve – *Key Action;* Getting it right for every child – *Milestone;* Incorporate any procedural changes re “Named Person” role in training programme (Quarter 2 90%) / Report to Smarter Co-ordinating Group about LIAP implementation to date and feedback from key stakeholders, with proposals for any action (Quarter 3 0%) / Provide training on procedural changes re Looked After Children (Quarter 3 33%)

Original timescales were extended to accommodate an additional element of consultation to incorporate procedural changes relating to the ‘named person’ role in training programmes. A briefing report on LIAP implementation to date was submitted to the Theme Group in March 2011 and procedural changes have been implemented without additional training. Further development of procedures is being undertaken by the Children and Families Social Work Service, rather than the inter-agency GIRFEC Group.

4.15 Safer and Stronger

Local Outcome; Inequalities in Moray will be addressed – *Key Action;* Implement Fairer Scotland Fund (incl. Social Inclusion Strategy and More Choices, More Chances) – *Milestone;* Finalise Employability Strategy (Quarter 4 0%) / Finalise Fairer Scotland Fund Evaluation (Quarter 4 75%)

The Action Plan will be further developed during 2011/12; however the development of the Strategy will not be finalised this year due to the current financial downturn, the uncertain future of the RAF bases and the development of Moray Training, all of which will impact on the strategy. Interim FSF evaluations were agreed by the Social Inclusion Implementation Group, the Policy & resources Committee and the Community Planning Board. The remainder of the evaluation will be finalised upon completion of the remaining projects from mid to late 2012.

4.16 Safer and Stronger

Local Outcome; Homelessness people will be provide with appropriate accommodation – *Key Action;* Tackle homelessness – *Milestone;* Revised modelling of temporary accommodation requirements (Quarter 3 50%)

The formation of the new homelessness prevention team from October 2010 has impacted on the Council’s future temporary accommodation requirement; a report was submitted to the Communities Committee in April, ahead of schedule. It is expected that a revised modelling exercise will be completed by July 2011.

4.17 Safer and Stronger

Local Outcome; Our communities will be resilient to emergencies – *Key Action;* Multi-agency approach to implementing local security and emergency issues – *Milestone;* Moray “Care of People Team” to be established, remit to be agreed and framework to implement Government Guidance established (Quarter 1 75%) / COMAH Top Tier Plan to be reviewed and updated (Quarter 4 – 50%) / Develop information for promotion of Business Continuity to local businesses (Quarter 4 – 0%)

The first meeting of the ‘Care for People Team’ took place in February 2011 where a draft Policy and Procedures plan document was presented for consultation. COMAH Liaison Sub Group was undertaken during April and it is expected that the Plan will be completed by the end of June. At their meeting in August, the Team will agree the development of the plan document priority areas. Included in the Business Plan of the Grampian Strategic Coordinating Group, agreed in March, the Business Continuity Workstream will ensure that this is addressed by March 2012.

4.18 Smarter

Local Outcome; Life chances for children, young people and families at risk in Moray will improve – *Key Action;* Corporate Parenting Strategy – *Milestones;* Present draft policy on Looked After children to Smarter Strategic Group (Quarter 3 60%) / Present policy on Looked After Children to Moray Council for adoption (Quarter 3 60%) / Identify Looked After Children to link to second tier officers (Quarter 3 0%) / Match identified Looked After Children to second tier officers (Quarter 4 0%) / Organise and review Work Experience placements of Looked After Children and report to Corporate Parenting Group (Quarter 4 90%)

The draft policy has now been placed with the Looked After Children Strategic Group (LACSIG) to fully address outstanding issues and make amendments. A realignment of the project will take place following CMT consideration and it is anticipated that milestones relating to linking Looked After Children to 2nd tier officers will be deleted due to the change in direction. Looked After Children have now been identified on SEEMIS to ensure that work experience is made available to them and tracked with an annual review of statistics to be returned to the Corporate Parenting group. It is expected that the remaining outstanding element will complete in August on presentation of a report to CMT.

4.19 Smarter

Local Outcome; Life chances for children, young people and families at risk in Moray will improve – *Key Action;* Youth Justice Strategy Group – *Milestones;* Recommendations for action agreed for practice with young people who are sexually aggressive (Quarter 2 30%) / Support to victims/public confidence project implemented (Quarter 3 – 80%)

Progress has been interrupted by the illness of the local worker expert in this aspect of youth justice practice. It is anticipated that final recommendations will be delayed until June 2011. A ‘Study on Support to Victims of Youth Crime’ in Moray has been prepared by Grampian Police in collaboration with other stakeholders. A series of recommendations are now being implemented.

4.20 Smarter

Local Outcome; More young children in Moray will thrive – *Key Action;* Early Years Framework (incl. Parenting Strategy) – *Milestones;* Increase % of new born babies exclusively breast fed at 6-8 weeks from 26.6% to 33.3.% by end March 2011 (Quarter 4 90%)

A number of programme projects and initiatives are in place to increase the number of new born babies exclusively breastfed at 6-8 weeks in Moray, while it is hoped that these initiatives have increased the percentage of new born babies being exclusively breast fed, figures are as yet unavailable but publication is anticipated early in 2012.

4.21 Smarter

Local Outcome; More young people will succeed in school – *Key Action;* Early Years Framework (incl. Parenting Strategy) – *Milestones;* Wider Achievements (Quarter 4 90%)

The review pilot has been undertaken with positive results. It is anticipated that results will be issued to schools during the Spring/Summer term.

4.22 Smarter

Local Outcome; The community will develop and improve their learning and qualifications – *Key Action;* Development and implementation of a Moray Lifelong Learning Strategy – *Milestones;* Publication of Employer Engagement Skills Report for engineering sector (Quarter 1 - 50%) / Completion of strategic review of Moray's adult learning activities and identification of opportunities for co-location of these (Quarter 2 – 75%) / Completion and launch of Moray Flexible Learning Prospectus (Quarter 3 – 10%) / Completion of Articulation Prospectus (Quarter 4 – 60%)

The decision has been taken to defer this at this time pending the determination of Moray's new economic priorities although the College is anticipating the outcomes of this to a certain extent by developing proposals for change that will, for instance, position Moray better to offer skills to prospective employers within the offshore wind sector. The new draft Economic Strategy for Moray is expected to be submitted for approval to the Community Planning Board on the 30 June 2011. Future activities of each organisation and the potential for closer working and co-location in certain areas have been investigated following a series of meetings which has already led to an agreement on changes to provision (e.g. Aberlour and Fochabers), with final consideration to be given to others in 2011-12. A start has been made by way of the development of new sections of the Moray College prospectus that will clearly set out the relationship between the various levels of qualification that the College offers, including those studied by local schoolchildren as part of the school-college curriculum and it would be intended that this be extended to other qualifications offered by organisations external to the partnership with remaining work expected to complete by the end of 2011.

4.23 Wealthier and Fairer

Local Outcome; Business in Moray will grow GVA – *Key Action;* Town Regeneration – *Milestones;* Completion of TCRF project (Quarter 2 90%) / Submit external funding applications for the development of a Rural BID and Towns Strategy (Quarter 2 10%) / Development work for projects that are in the two year agreed MTP action plan & BID business plan (Quarter 3 – 90%) /

Guidance and procedures to ensure events, planning & management meets the necessary regulatory requirements (Quarter 3 – 90%) / Completion of the Rural Action Project (Quarter 4 – 85%)

Ministerial approval has been given to carry out extra work to absorb any underspend, with all transactions to be concluded by the end of June 2011. Individual town's strategies will be developed in-house in partnership with towns' partners as much as possible, however, the recent budget review has resulted in reduced budget and staff resources and in the light of the pending new Economic Development Strategy; all aspects of works will be subject to review. The four MTP towns have completed year 1 projects of their two year plans; with no match funding forthcoming in the fourth quarter, project plans were slightly modified to fit budgets. The Framework is now generally complete, however due to changes in various licensing legislation, Legal Services is checking subsequent implications. The rural action project work is now due for completion at the end of October 2011 due to additional road works on Batchen Street, Elgin as part of Urban Freedom Transport element; other two main elements of the project are complete.

4.24 Wealthier and Fairer

Local Outcome; Maintain the rate of business start ups – *Key Action*; Business Parks and Industrial Units – *Milestones*; Elgin West Business Park; complete detailed design (Quarter 1 50%) / Enterprise Park Forres; complete further extension of south side loop road (Quarter 1 50%) / Buckie Business Park; conclude negotiations on land purchase and conclude missives (Quarter 2 80%) / Buckie Business Park; subject to purchase, submit detailed planning permission (Quarter 2 80%) / Elgin West Business Park; Pre-consultation phase of planning application (Quarter 2 50%) / Buckie Business Park; subject to planning permission, progress with site servicing and infrastructure (Quarter 3 0%) / Elgin West Business Park; progress planning application including determination from Transport Scotland (Quarter 3 50%) / Buckie Business Park; site servicing work to continue along with promotion of location (Quarter 4 0%) / Elgin West Business Park; subject to planning permission, conclude purchase of the site (Quarter 4 50%)

Completion of the extension of the south side loop road at the Enterprise Park, Forres has been delayed, awaiting Scottish Water technical approval to ensure suitable attenuation. In addition, the collapse of ROK has required a retendering exercise, with the new contract to be procured in June 2011. The planning outcome in respect of Elgin West Business Park has not yet concluded and advancement is dependant on cost and other developments in the region, as well as taking into consideration other private sector property solutions for Elgin. Buckie Business Park locations are continuing to be investigated as unable to purchase land at proposed site.

4.25 Wealthier and Fairer

Local Outcome; Moray will benefit from an improved and safer transportation infrastructure – *Key Action*; Elgin Traffic Management Plan – *Milestone*; Pilot parking study for Elgin will be completed (Quarter 3 – 0%) / Preliminary design for Housing access road (Quarter 4 – 0%)

The pilot parking study for Elgin has been rescheduled until after the new Council Headquarters is operational. Until a decision is made on the Western

Distributor Road (WDR) options, preliminary design on the housing access road cannot begin.

4.26 Wealthier and Fairer

Local Outcome; People in Moray will have access to better paid employment – *Key Action*; Develop a Moray Life Sciences Centre – *Milestone*; Design Development RIBA Stage D (Quarter 2 0%) / Technical Design RIBA Stage E (Quarter 3 – 0%) / Commencement of Pre-Construction Stage F – H (Quarter 4 – 0%)

The positions of Project Manager and Design Team were re-advertised to comply with procurement procedures; the Team is now in place. Progress on the Design will follow thereafter with completion expected August/September 2011; the Technical Design RIBA Stage E completed late 2011 / early 2012; Commencement of Pre-Construction Stage F-H expected in April/May 2012.

- 4.27 Of the 69 milestones which have been highlighted as exceptions above, quarterly updates provided confirm that the majority are subject to slippage with the exception of one milestone which is not being delivered due to budget difficulties (4.12). The Board may wish to consider actions they could take to ensure these exceptions are progressed to completion.

5. PROGRESS AGAINST COMMUNITY PLANNING BOARD SOA KEY ACTIONS

- 5.1 The Community Planning Board is responsible for one local outcome under National Outcome 15, 'Our public services are high quality, continually improving, efficient and responsive to local people's needs.'

This local outcome has 2 underlying key actions, which have 22 milestones in total, due to be completed by the end of quarter 4, March 2010.

- 5.2 The following table provides a summary of performance against the 6 milestones for which the Community Planning Board is responsible and which are due to be completed by December 2010.

Key Action	Number of Milestones DUE for completion by respective quarter	Progress 0 - 24%	Progress 25 - 49%	Progress 50 – 74%	Progress 75 – 99%	Complete
Agencies will work together and individually to improve services	7		1			6
The Community Planning Partnership will deliver positive outcomes and be accountable to the community	15	1		1		13
Total Quarter 4 –	22	1 (5%)	1 (5%)	1 (5%)		19 (86%)
Total Quarter 3 –	17		3 (18%)	1 (6%)	1 (6%)	12 (71%)
Total Quarter 2 –	12		1 (8%)	2 (17%)	1 (8%)	8 (67%)
Total Quarter 1 –	6		1 (17%)		1 (17%)	4 (66%)

5.3 The table above provides a guide on the rate of progress being made in meeting the milestones due for completion by the end of quarter 4. Nineteen of the 22 milestones have been completed. Milestones falling short of completion are detailed below.

5.3.1 *Local Outcome; Efficiencies – Key Action;* Agencies work together and individually to improve services – *Milestone;* Review Local Delivery Action Plans for 2011/12 (Quarter 4 25%)

Although completion was anticipated by June 2011, there has been further slippage in agreeing updated milestones which will be in place for quarter 2 performance reporting in September.

5.3.2 *Local Outcome; Efficiencies – Key Action;* The community planning partnership will deliver positive outcomes and be accountable to the community – *Milestone;* Submit a draft Performance management Framework/Public Performance Reporting Strategies (Quarter 4 70%) / Strategic Assessment produced for Wealthier and Fairer (Quarter 4 15%)

Operationally, performance is reported in the required formats within target timescales. An overall document outlining the framework and strategy has not yet been drafted. The Council are awaiting the outcome of the Economic

Development Strategy, anticipated in June 2011 before commencing with the assessment.

- 5.4 Percentage progress provided at the lowest level milestones due for completion by March 2011 contributes to the percentage progress against associated key actions as at March 2011 and thereafter percentage progress against local outcomes as at March 2011. This is presented in the table below as a basic indicator. It should be noted that this is a simplistic calculation; it applies an equal weighting to every milestone in terms of importance.

As a guide, it can be assumed that key actions progress should be complete at the end of the fourth quarter.

Local Outcome	Associated Key Actions	Key Action % Complete	Local Outcome % Complete
Efficiencies	Agencies will work together and individually to improve services	89%	90%
	The community planning partnership will deliver positive outcomes and be accountable to the community	92%	

6. SUMMARY OF IMPLICATIONS

(a) Single Outcome Agreement/ Service Improvement Plan

The report details milestones, linked to the Local and National Outcomes that are unlikely to be delivered in the 2010/11 Single Outcome Agreement reporting year.

The report also sets out a detailed analysis of performance delivered during quarter 4 against the key actions across all themes in addition to progress against the milestones remitted to the Community Planning Board.

(b) Policy and Legal

There is a requirement on all Community Planning Partnerships to monitor performance and report annually to the Scottish Government on delivering against the national outcomes in the SOA.

(c) Financial implications

Resources for reporting against the SOA 2010/11 will be met by the Council. Resources for delivering against the actions identified within the key actions will be considered by the Community Planning Board.

One milestone has highlighted difficulties in delivering due to budget issues: Reduce suicide rate between 2002 and 2013 by 20%.

(c) Risk Implications

Key action milestones underpin Local and National Outcomes agreed with the Scottish Government. It is important that the Community Planning Board and Theme Groups carry out any considered action to ensure progress against milestones is achieved. Non-fulfilment of Single Outcome Agreement priorities approved with the Scottish Government may result in a loss of funding and/or reputation.

(e) Staffing Implications

Resources for delivering against the actions identified within the key actions will be considered by the Community Planning Board.

(f) Property

Resources for delivering against the actions identified within the key actions will be considered by the Community Planning Board.

(g) Equalities

There are no issues specifically arising from this report.

(h) Consultations

The officers assigned to update key actions have provided the information for the monitoring report.

7. CONCLUSION

7.1 This report provides a detailed analysis of performance against the delivery of all key actions and milestones under each of the national outcomes. Of the specific milestones for which the Community Planning Board is responsible, 19 of the 22 (86%) milestones were completed within target timescales.

7.2 Overall, the Partnership has delivered against 81% of 2010/11 Single Outcome Agreement priorities. Outstanding milestones subject to some slippage are expected to complete in 2011/12.

Author of Report: Bridget Mustard, Corporate Policy Unit Manager

Background Papers: Held by Author

Ref: