



**MORAY COMMUNITY PLANNING PARTNERSHIP  
SINGLE OUTCOME AGREEMENT  
2009/10**

**FINAL DRAFT VERSION 2009 - 2010  
27 FEBRUARY 2009**

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## 1. Purpose of the Agreement

This Single Outcome Agreement is the second to have been agreed by the Moray Community Planning Partnership. Its purpose is to detail strategic priorities, identify the outcomes which will be delivered by the partners either individually or jointly, and show how those outcomes will contribute to the Scottish Government's relevant National Outcomes.

The agreement is a public statement of the joint commitment and mutual accountability of the Scottish Government and community planning partners to deliver agreed outcomes. This new approach to conducting business was established by the Concordat which was agreed by the Scottish Government and Scottish local authorities in 2007 which established a new relationship between the two tiers of government based upon mutual respect and commitment.

It brings a new approach to partnership working which focuses on the delivery of five agreed strategic objectives and is accompanied by greater local freedom, reduced ring-fencing, and less monitoring and reporting.

We have already seen the removal of most ring fenced funding which severely limited the discretion of local agencies as to how services would be delivered. This agreement reflects the real commitment in Moray that the Community Planning Partnership and the Scottish Government will work together to deliver better outcomes for our community.

This outcome agreement reflects the spirit of partnership working and it reflects how the community planning partnership will contribute to the delivery of national outcomes. We will work together to deliver the agreed outcomes and will be accountable for their delivery.

## 2. Scope of the Agreement

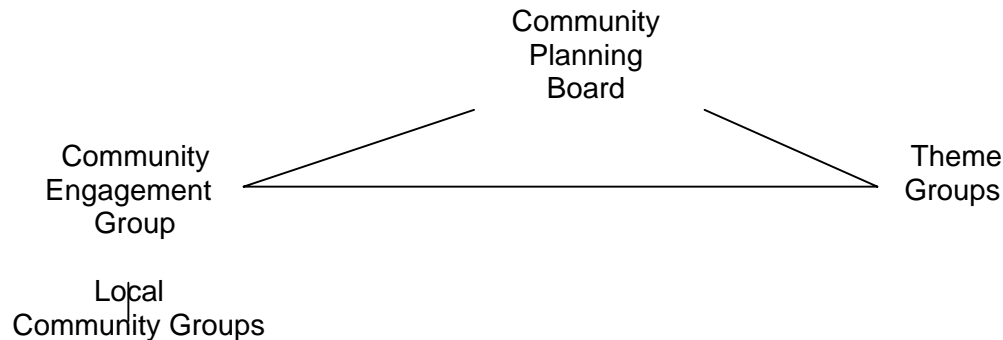
This agreement covers all public services at the highest level within the Moray Community Planning Partnership, including Council services and those delivered by

- Grampian Fire and Rescue
- Grampian Police
- HIE Moray
- Moray College
- Moray Health and Social Care Partnership
- Moray Voluntary Services Organisation

All partners are committed to playing their part in the delivery of national outcomes. While not directly delivering services, the Moray Voluntary Services Organisation is an active member of the Community Planning Partnership in Moray and represents many organisations which directly deliver services in the area. HITRANS have recently requested to join the Community Planning Board.

We recognise that by working together, public services and the Government can ensure a greater focus on the jointly agreed priorities. The agreement will run on a three year rolling basis and will be subject to annual reviews.

Community Planning structures have been revised in order to ensure that elected members are appropriately represented at each level within the partnership and to ensure that there is clear political and democratic leadership within the community planning process. The structures can be represented as follows :-



- The Community Planning Board provides leadership to the partnership and comprises senior councillors and representatives of the community planning partners.
- The five theme groups address the five strategic objectives of the Government and include professional expertise and the voluntary sector to review issues and policies in specific areas.
- The Community Engagement Group ensures that all sectors of the community have an opportunity to influence the delivery of public services.

It is recognised that consultation and engagement with local communities and service-users will continue to develop as the single outcome agreement approach develops and matures. Community engagement is recognised as an important part of the developmental process for the SOA and evidence relating to Moray's position with regard to national outcomes has been circulated widely. A major exercise has been carried out in partnership with the voluntary sector to engage with community, voluntary and equality organisations in Moray in order to ensure that the priorities within the final SOA were developed in consultation with communities.

The outcomes from community consultation have been reported to the Community Planning Board as part of the development process for the SOA for 2009.

To date, progress on delivery of outcomes in the first SOA has been reported to the Community Planning Board and to service users and communities via the community planning website and printed reports. We will continue to report in the same manner during 2009/10.

### 3. Area Profile

#### Demographics in Moray

With a population of some 87,000 Moray is one of the smaller Councils in Scotland though it covers a wide geographic area and is the 8<sup>th</sup> largest Council in terms of area. Compared to the rest of Scotland, Moray has a much smaller proportion of its population living in an urban situation.

The traditional industries of farming, fishing and forestry underpin the economy. Moray is also the heartland of the Scotch Whisky industry and food producers, Baxters of Speyside and Walkers of Aberlour are internationally recognised brands and major employers. The presence of the Royal Air Force with its twin bases at Lossiemouth and nearby Kinloss is significant and accounts for more than 20 percent of employment in the area. The average gross weekly wage in Moray is the lowest in Scotland, at £377.30 which is one of the reasons that the Scottish Index of Multiple Deprivation (SIMD) states that 9.3% of Moray is income deprived. There is a high reliance on low paid food manufacturing sector jobs.

Much of the natural environment is of national importance. Moray nestles between the rugged and spectacular Cairngorms and the flat, fertile Laich of Moray. The area covered by forest is twice the Scottish average and 2.5 times UK average. The amount of municipal waste produced has increased (4%) over the past 3 years, although the proportion going to landfill has dropped and the amount being recycled has increased.

Moray provides above average quality of life for its residents. Life expectancy in Moray at 78.0 years is above the national average of 77.4 years. Moray's general health is good with 93% of the population reporting good or fairly good health and just 7% reporting not good health. Overall, Moray is one of the least deprived areas in Scotland, as defined by the Scottish Index of Multiple Deprivation (SIMD), having no data zones in the 15% most deprived in Scotland and just 2 in the 20% most deprived areas.

The working age population accounts for approximately 61% of the total population and around 82% of the working-age population are economically active. Compared to Scottish norms more people work part-time and more are self-employed. The population of Moray has grown in the past 25 years but most of this growth has been fuelled by the increase in armed forces personnel and supporting staff; more recently also by migrant workers.

The area has relatively few students due to young people moving away to access Higher Education. Moray also has more school leavers moving directly into employment than nationally.

On the basis on the above profile, it can be seen that Moray is a very attractive place to live with low levels of unemployment and deprivation, high life expectancy and access to nationally recognised natural environments. The area does, however, face a significant number of challenges and the following analysis identifies significant issues in terms of national outcomes.

**Outcome 1 - We live in a Scotland that is the most attractive place for doing business in Europe.**

Overall Moray's GVA has grown by 2.7% per annum since 1971. Moray has high employment rates with good business survival rates in the first and third year of operating. In addition there is a low deregistration rate for businesses. Areas for concern are:

- Output is low in national terms and dominated by food and drink
- Wages and output are well below the Scottish average
- Transport Infrastructure is poor

**Outcome 2 - We realise our full economic potential with more and better employment opportunities for our people.**

There is an opportunity to develop the higher education sector as Moray College has received its UHI Millennium Institute partner status. Currently, residents make good use of available learning opportunities such as the Learning Centre and Learning Access Points. Areas for concern are:

- Employment opportunities are constrained by our rural location
- Population growth has been fuelled by increased armed forces personnel
- A high proportion of more able young people migrate to further education outwith Moray

**Outcome 3 - We are better educated, more skilled and more successful, renowned for our research and innovation.**

Within Moray, there is currently an opportunity to engage in research and development with the development of a joint Life Sciences Centre. The area already has a high level of entrepreneurship and is increasing its participation rates in employment schemes for young people. Areas for concern are:

- Moray's workforce is not as qualified as in other areas of Scotland
- Fewer graduates are employed in Moray compared to Scottish norms
- Managerial and professional occupations and the business services sector employment are under- represented
- Business research and development is extremely low

**Outcome 4 - Our young people are successful learners, confident individuals, effective contributors and responsible citizens.**

School attainment in primary school and through to S4 is good and attainment within S5&6 has shown improvement in the last year. Schools have a very good participation rate in national initiatives such as Eco-schools, Health promoting schools and school travel plans. A current priority is that :

- Attainment at S5 and S6 is still not as good as national comparators

**Outcome 5 - Our children have the best start in life and are ready to succeed.**

Most of Moray's children have a good start in life with low levels of child poverty, reducing numbers being reported to the children's panel and high levels of support within the school system. Areas for concern are that:

- Low average incomes and high costs of rural living impact on young people

**Outcome 6 - We live longer, healthier lives.**

Overall the population of Moray has good or very good general health and higher than national life expectancy. Areas for concern are that :

- Alcohol use has an undue impact on health,
- Demographics forecast a significant growth in the elderly population

**Outcome 7 - We have tackled the significant inequalities in Scottish society.**

Though Moray does not have any datazones within the 15% most deprived there are pockets of deprivation which may be masked by the small population numbers, particularly in a rural setting. Areas for concern are:

- There is concern that SIMD does not accurately measure deprivation in rural areas

**Outcome 8 - We have tackled the significant inequalities in Scottish society**

There has been an increase in the number of migrant workers in the area over the last five years which has demonstrated a potential to attract employees into the area. There is a small number of ethnic minority groups who are well integrated into the area. Children or adults with disabilities who are known to the local authority are receiving good support. Areas for concern are:

- Outcomes from the Child Protection Inspection

**Outcome 9 - We live our lives safe from crime, disorder and danger.**

Moray is a safe place to live and the roads are becoming safer. Moray has low levels of crime and a good reputation for dealing with its anti social behaviour. Current areas for concern are:

- Young drivers and drink drivers
- A significant fear of crime

**Outcome 10 - We live in well-designed, sustainable places where we are able to access the amenities and services we need.**

Moray's received an excellent housing inspection report for the services it provides to residents. Areas for concern are that:

- There is a serious shortage of affordable housing
- Homelessness applications have shown a significant increase

**Outcome 11 – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.**

Local community organisations have a history of being active within their own communities. There is clearly potential for:

- Community organisations to be more directly engaged with the Community Planning Partnership



**Outcome 12 - We value and enjoy our built and natural environment and protect it and enhance it for future generations.**

Moray's environment is of great national importance and needs to be protected to future generations. A major concern is that :

- There is a serious risk of flooding in communities

**Outcome 13 - We take pride in a strong, fair and inclusive national identity.**

Moray is a welcoming and inviting place to live, work and visit.

**Outcome 14 - We reduce the local and global environmental impact of our consumption and production.**

- Moray has an excellent environmental record with high rates of recycling, public cleanliness standards and award winning communities.

**Outcome 15 – Our public services are high quality, continually improving, efficient and responsive to local people's needs.**

Statutory performance indicators (SPIs) show that performance is in the top quartile of authorities. Performance varies across the Council, but overall, SPIs compare well with other Scottish local authorities and the rate of improvement is above the national average.

The above are key challenges from within the evidence base which is appended to this document. **(Appendix)** The decision was taken that areas which show particular challenges and performed below the national average would be considered as potential priorities. This resulted in the identification of the 10 priorities below. For each of these 10 priorities the evidence was further analysed to identify issues which required the co-ordinated efforts of the Partnership to make tangible improvements.

**Ten key priorities in the 2009 Single Outcome Agreement :-**

- 1 Health – Improving the health and well being of the population
- 2 Alcohol – Reducing the personal and community impact of alcohol misuse
- 3 Elderly & Vulnerable – Caring for the elderly and vulnerable
- 4 Housing/Homelessness – Addressing the shortage of affordable housing and tackling homelessness
- 5 Attainment/Achievement – Improving the overall qualifications and attainment of the population
- 6 Young People – Ensuring effective early intervention and improving the life chances of looked after children
- 7 Flood Alleviation – Protecting all premises from flooding
- 8 Roads/Transport – Addressing the transport infrastructure and encouraging sustainable travel
- 9 Economic Development – Impacting on the low wage economy and diversifying the economy
- 10 Efficiencies – Delivering and developing governance, performance management and accountability to the local community

The 10 priorities are mapped against each of the 15 national outcomes. The local outcomes address areas where partnership working can make real improvements to the quality of life in Moray. Outcomes are supported by a range of actions and linked strategies which are appended to this document. **(Appendix)** These actions have been identified by all of the Community Planning Partners and will be developed further within each of the Partnership's five strategic themes groups. Work is planned with the Improvement Service prior to finalising this Agreement develop a

process which will capture all actions which support the delivery of the local outcomes.

### **Consultation on priorities**

The Community Planning Partners have consulted with the community and voluntary sector on the priorities which have been drawn from the evidence base. Exercises have been carried out with the voluntary sector, the equalities forum, the patient participation forum and the general public through the Citizens Panel. In addition HIE have carried out a consultation with the business sector to inform the priorities for economic development in the area. All of these surveys have been carried out with the assistance of an external consultant. Survey analysis with the voluntary sector, equalities and patient forum as well as the Citizens Panel is attached. (**Appendix**)

The outcomes from the consultation with the Voluntary Sector shows that they believe the largest barrier to organisations achieving their aims or outcomes is the provision of support/ incentives for volunteers

They have identified the following issues as being priorities for action :-

- Low wages
- Transport infrastructure
- Alcohol
- Elderly
- Young and drink drivers
- Affordable housing
- Flood alleviation

They consider that their organisations can assist in delivering priorities in the following areas :-

- Services for young people
- Lifestyle issues/ support
- Anti Social Behaviour
- Community engagement
- Natural environment

The consultation with the Citizens Panel identified the following priorities for action:

- Employment opportunities
- Impact of drugs
- Anti Social Behaviour
- Young and drink drivers
- Affordable housing
- Flood alleviation

## **SECTION 4**

### **OUTCOMES AND COMMITMENTS**

(This section includes the strategic priorities of the Partnership which are identified as local outcomes. It is intended that outcome delivery plans will be developed for each local outcome identifying lead agencies for each outcome and how other agencies will support them in delivering the outcome. This will be a key task for theme groups in the short term. The appendix has captured all of the actions from partners during the SOA consultation and linked strategies but not included within this section. These actions and others will form part of the delivery plans for the outcomes.)

## **National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe**

### **LOCAL PRIORITIES NO 8 - ROADS/TRANSPORT & NO 9 - ECONOMIC DEVELOPMENT**

#### **Evidence**

Transportation infrastructure and economic development are priority areas. The evidence shows that:

- The relative remoteness of the areas (i.e. distance from large markets) and the poor standard of accessibility by trunk road (A96 and A95) and by rail are barriers to economic development
- Journey times to the dual carriageway road networks south of Aberdeen and Perth, are excessive and are a disincentive to invest in business in Moray
- The single track rail service provides little competition to road haulage and is poorly used for freight and passenger traffic, putting extra congestion pressure on the roads
- There is a high dependence on car usage and a need to reduce congestion, and encourage alternatives to road transport
- There is a low wage economy and limited potential for higher level career development within Moray despite the growing GVA
- The contributory reasons for the low wage economy are the current economic structure of the area and the reliance of sectors with lower outputs and value-added which then requires the area to have a more diversified economy.

In addition to improving the transport infrastructure, there is a shorter term need to make the existing roads safer for users. We will do this by striving to reduce the number of collisions and persons killed or seriously injured on our roads. To increase the diversification within the economy the area will also benefit from improvements to technological connectivity.

#### **Relevance to National Outcome**

The most significant improvements which can be made to make Moray and Scotland a more attractive place to do business is to improve the roads/transport infrastructure, to increase the use of sustainable travel to make movement in and out of Moray as easy, convenient and cost effective as possible for business, residents and tourists and to increase the number of businesses established as a result.

#### **Progress & Achievements in 2008-9**

HIE have completed 3,000 and 4,000 square foot, high specification speculative units and commenced construction of a 10,000 square foot speculative science building at the Enterprise Park Forres. Confirmation of a start date on the Fochabers/Mosstodloch bypass has been received. Construction has started on a replacement of Reiket Lane Bridge, Elgin and some minor improvements have taken place on the A95.

Focus on these priorities will also support Moray's contribution to addressing climate change and environmental impact (national outcomes 14) and the safety of the area through driver behaviours (national outcome 9).

<b>Local Outcome/s</b>	<b>Indicator/s (noting frequency / type / source)</b>	<b>Baseline at 2006-07</b>	<b>'Progress' target/s to 2010-11</b>	<b>'End' target/s &amp; timescale/s</b>
Maintain the rate of business start ups	Business start up rate and numbers	From national/moray statistics	Maintain rate of start ups	Sustain rate of start ups
Businesses in Moray will grow GVA.	GVA	2.7% growth per annum	Maintain growth in GVA	Maintain growth in GVA
Moray will benefit from an improved and safer transportation infrastructure	Number of fatal road collisions	3 year average 7 fatal collisions	Reduction in number of fatal collisions	Maintain reduction in number of fatal collisions
	Number of serious road collisions	3 year average 31 serious collisions	Reduction in number of serious collisions	Maintain reduction in number of serious collisions
People will be able to access sustainable transport	% of journeys to work made by public or active transport	Scottish Household Survey - Bi-annual	Increase in number of journeys to work made by public or active transport	Maintain increase in number of journeys to work made by public or active transport
Links to relevant plans or other commitments of the local partners to support delivery of these outcomes is contained in the Appendix.				

**National Outcome 2 -We realise our full economic potential with more and better employment opportunities for our people.**

**LOCAL PRIORITY 9 - ECONOMIC DEVELOPMENT**

**Evidence**

The Partnership has identified economic development as a priority. The evidence shows that a major priority is addressing the lack of employment opportunities and range of job types, which leads to a disproportionate loss of young able people out of the area.

**Relevance to National Outcome**

The most significant improvement which can be made to enable the people in Moray to realise their full economic potential is to address the low wage economy and improve school leaver destinations by ensuring future employment prospects within Moray.

**Progress & Achievements in 2008-9**

HIE are anticipating 20 Growth Plans for Businesses of Growth Potential, 20 businesses deepening their involvement in international trade and 5 Growth Plans for Social Enterprises. This should result in a net Gross Value Added (GVA) created for the Moray economy in the range of £7.5m to £15m.

School leaver destinations will be addressed in attainment of young people (national outcome 5) and early intervention with children and young people (National outcomes 4 & 8)

Local Outcome/s	Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
People in Moray will have access to better paid employment	Median weekly earnings relative to the Scottish average NOMIS	At least annually	Increase the weekly earnings/close gap between Moray and Scottish wages	Maintain increase the weekly earnings/close gap between Moray and Scottish wages
	Monthly unemployment figures	Jan 2009 - 1,317 (2.5%) Dec 2008 - 1,132 (2.2%) Nov 2008 - 979 (1.9%) Oct 2008 - 871 (1.7%) Sept 2008 - 893 (1.7%) Aug 2008 - 973 (1.8%) Jul 2008 - 936 (1.8%) Jun 2008 - 926 (1.8%) May 2008 - 958 (1.8%) April 2008 - 974 (1.9%) Mar 2008 - 1,040 (2%) Feb 2008 - 1,088 (2.1%)	Maintain low unemployment level	Sustain low unemployment levels

	<p>Number of people in employment by sector</p>	<p>Standard Occupation Classification 2000 major group 1-3 (Managers and senior officials / Professional occupations / Associate professional &amp; technical) total – 15,300 (34.5%)</p> <p>Standard Occupation Classification 2000 major group 4-5 (Administrative &amp; secretarial / Skilled trades occupations) total – 11,200 (25.4%)</p> <p>Standard Occupation Classification 2000 major group 6-7 (Personal service occupations / Sales and customer service occs) total – 7,300 (16.5%)</p> <p>Standard Occupation Classification 2000 major group 8-9 (Process plant &amp; machine operatives / Elementary occupations) total – 10,400 (23.5%)</p>	<p>Increase number of people employed at higher end employment sector</p>	<p>Maintain the increase in the number of people employed at higher end employment sector</p>
<p>Links to relevant plans or other commitments of the local partners to support delivery of this outcome is contained in the Appendix.</p>				



## **National Outcome 3 –We are better educated, more skilled and more successful, renowned for our research and innovation**

### **LOCAL PRIORITY 5 - ATTAINMENT & ACHIEVEMENT (ADULTS)**

#### **Evidence**

The Partnership has identified that attainment and achievement of adults in the working age population needs to improve. We need to develop a more highly skilled workforce to support economic development and encourage growth in the further and higher education sectors in Moray.

Although Moray has improved at levels NVQ3 (2 or more Highers or equivalent) and NVQ4 (HND, Degree or Higher Degree), it is at a rate significantly below national improvement therefore the gap has widened since 2005. Moray's rate of lower qualification within its working age population reflects the need to improve the overall attainment and achievement within Moray. With lifelong learning opportunities, essential skills and early intervention it will be possible to enable adults in Moray to seek more highly skilled employment.

#### **Relevance to National Outcome**

The most significant improvement which can be made in Moray is to improve the overall qualifications and achievement of the residents by supporting them to become better educated and more skilled.

#### **Progress & Achievements in 2008-9**

Initial agreement has been reached in relation to the development of a Life Science Centre, a joint partnership venture between Moray College, NHS Grampian and HIE.

Moray College has increased its higher education activity quickly in recent years in the context of its UHI Millennium Institute partner status. The UHI has recently gained Taught Degree Awarding Powers however it will take the granting of university title to UHI before the full benefits of a higher education presence in Moray will be felt. The benefits will not only be by way of growth of student activity but also in development of more research activity. These developments have the potential to stem some of the outflow from Moray of those members of the community who leave the area to gain access to higher education as well as providing attractive new opportunities for students to move into the area. The development of a more significant higher education presence has the potential to create more professional and highly paid positions in Moray.

By improving attainment in school and ensuring a good start in life (national outcomes 5 & 8) it will support young people later in life to be more successful adults.

Local Outcome/s	Indicator/s ( <i>noting frequency / type / source</i> )	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
The community will develop and improve their learning and qualifications	No of people studying further/higher education in Moray College/UHI	Academic Year 2005/6 - Approx. 6,800 enrolments at Moray College. Increase of 16.4% by 2007-2008	Increase number of enrolments at Moray College	Maintain increase number of enrolments at Moray College
	Qualification levels within the local workforce Future Skills Scotland / NOMIS	Annual Can be broken down: % NVQ* 4 and above % NVQ 3 and above % NVQ 2 and above % NVQ 1 and above % no qualification	Increase the level of qualification at all levels	Maintain increase in the level of qualification at all levels

\*National Vocational Qualifications

<p>More young people will remain in learning post-16</p>	<p>School leaver destinations</p> <p>Those remaining in school beyond age 16</p>	<p>HE* - 25% FE* - 24% Total – 49%</p> <p>2006-07 S5 - 67% (65% comparator &amp; 66% national) S6 - 41% (44% comparator &amp; 45% national)</p> <p>2007-08 S5 - 67% (65% comparator &amp; 66% national) S6 - 45% (45% comparator &amp; 47% national)</p>	<p>Increase numbers remaining in school beyond age 16</p>	<p>Sustain increase numbers remaining in school beyond age 16</p>
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Links to relevant plans or other commitments of the local partners to support delivery of these outcomes is contained in the Appendix.

\*FE= Further Education; HE=Higher Education

**National Outcome 4 –Our young people are successful learners, confident individuals, effective contributors and responsible citizens.**

**LOCAL PRIORITY 5 - ATTAINMENT & ACHIEVEMENT (CHILDREN & YOUNG PEOPLE)**

**Evidence**

The Partnership has identified that raising attainment and achievement for children and young people is a priority. Without a solid education which is in keeping with national standards Moray's pupils will lag behind their counterparts. In addition improving educational attainment in the long term will contribute to increasing the overall qualifications within the working age population.

Moray's school attainment performance has been equal to or better than comparator authorities in the lower levels of Standard grades. Generally attainment, in Moray, at Standard Grade credit level and Higher has been below comparator and national results although for 5+ level 5 (Credit and Intermediate 2) in S4 and 1+ level 6 (Higher) in S5, Moray moved ahead of the national position and the comparator average in 2008. All four indicators in S6 improved in 2008, to be equal to or above national figures.

**Relevance to National Outcome**

The most significant improvement which can be made in Moray is to raise the attainment levels in S5&6.

**Progress & Achievements in 2008-9**

Over the past few years considerable work has been undertaken to improve the attainment in S5&6. This work is now starting to show results with the recent improvement in scores at this level for 2007-8. Moray schools have high rates of participation in national school initiatives such as Eco-schools, Health Promoting schools and active travel plans as well as local and national achievement in arts, sports and academia.

This outcome supports the work of the Fairer Scotland Fund to support tackling inequalities (national outcome 7). The delivery against this outcome will also contribute to the delivery of a healthy population (national outcome 6) and environmental impact in the area (national outcome 14)

Local Outcomes	Indicators ( <i>noting frequency / type / source</i> )	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
More young people will succeed in school	% achieving appropriate outcomes for their stage	(Figures are for 2007/08)  Primary - Reading 84% Writing 78% Mathematics 85%  Secondary S1/S2 – Reading 73% Writing 61% Mathematics 63%  Secondary S4 – 5 + Level 3 90% 5 + Level 4 81% 5 + Level 5 37%  Primary Wider Achievement – No baseline available  Secondary Wider Achievement – No baseline available	baseline figures will improve  baseline figures will improve  results will equal or better baseline predictions	For primary and early secondary new measures may be in place for future years  Results will continue to equal or better baseline predictions

Local Outcomes	Indicators (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
More young people will succeed in school (continued)	Attainment S5 &6	(Figures are for 2007/08)  S5 – 1 + Level 6* 42% 3 + Level 6 21% 5 + Level 6 7%  S6 – 1 + Level 6 45% 3 + Level 6 31% 5 + Level 6 19% 1 + Level 7* 13%	Improve figures for 3+ and 5+ Level 6 in S5 and S6	Improve all figures over baseline predictions
More young people will develop to be successful adults	Proportion of school leavers in positive and sustained destinations (FE, HE, employment or training approx one year after leaving school)	Scottish Government National Indicator  Higher Educ 23% Further Educ 21% Training 2% Employment 40%  - a total of 86%	Increase to 90%	Increase the proportion of school leavers in positive and sustained destinations
Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s is contained in the Appendix.				

\*Level 6=Higher ranking A-C; Level 7=Advanced Higher ranking A-C

**National Outcome 5 – Our children have the best start in life and are ready to succeed.**

**LOCAL PRIORITY 6 - YOUNG PEOPLE (EARLY YEARS)**

**Evidence**

The Partnership has identified young people's early years' related issues as a priority. Some young people need early or additional support to enable them to attain and achieve. Moray has a good record in supporting children with additional support needs.

All children should be able to achieve their potential despite barriers which they may face by ensuring earliest possible intervention for those children in need.

**Relevance to National Outcome**

The most significant improvement which can be made in Moray is to ensure that any support which is required is provided at the earliest opportunity within a child's life.

**Progress & Achievements in 2008-9**

Moray has a good record of providing pre-school places for all children whose parents request one. We also have supporting mechanisms in place to ensure children of all ages receive appropriate support to enable them to achieve and attain.

Links will be made to other outcomes in relation to supporting the health of parents and children (national outcome 6) and address inequalities (national outcome 7).

Local Outcome	Indicator/s ( <i>noting frequency / type / source</i> )	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
More young children in Moray will thrive	% of primary 1 children who attended pre-school education	Age 3 – no baseline available Age 4 – 99%	Maintain age 4 baseline Identify age 3 target from established baseline	Continue to maintain age 4 baseline Maintain age 3 target from baseline

Links to relevant plans or other commitments of the local partners to support delivery of this outcome is contained in the Appendix.

## **National Outcome 6 –We live longer, healthier lives.**

### **LOCAL PRIORITIES 1 - HEALTH; 2 - ALCOHOL & 3 - ELDERLY & VULNERABLE**

#### **Evidence**

The Partnership has identified health related issues as a priority. The evidence shows that the priority areas to address are health improvement, caring for the elderly and vulnerable and reducing the impact of alcohol and substance misuse in Moray.

Alcohol and drug abuse has a detrimental effect upon health and impacts on crime levels. Addressing substance abuse through a partnership approach has the potential to improve health, reduce crime and generally enhance the feeling of well-being across our communities.

The evidence of the mental state of the population is reflected in a number of factors such as stress, anxiety, illness etc.

The balance of care is required to shift from residential homes to care at home for as long as possible. By ensuring good support networks and that facilities are available more people will be able to remain in their homes and live independently for longer.

#### **Relevance to National Outcome**

The most significant improvement which can be made in Moray is to address the areas within the health of the population which are not a good as the national picture.

#### **Progress & Achievements in 2008-9**

The Moray Health & Social Care Partnership has been in existence for many years and has a good reputation for meeting the increasing health needs of the population particular the most vulnerable residents and meeting needs of the elderly as evidenced by meeting our delayed discharge targets.

The health of the population is supported by the delivery against many of the other national outcomes including economic development (1 & 2), attainment (3, 4 & 5), inequalities within society (7) and the environment (10 & 14).



Local Outcome/s	Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
An increased number of people in Moray will be active in improving their own health	Life Expectancy – Males*	LE - 80.1 HLE (LLI) - 73.2 HLE (SAH) - 78	Increase in life expectancy	Maintain the increase in life expectancy
	Life Expectancy – Females*	LE - 83 HLE (LLI) - 75.3 HLE (SAH) - 78.4	Increase in life expectancy	Maintain the increase in life expectancy
	Reduce suicide rate between 2002 and 2013 by 20%, supported by 50% of key frontline staff in mental health and substance misuse services, primary care, and accident and emergency being educated and trained in using suicide assessment tools/ suicide prevention training programmes by 2010.	Moray 5-year totals from 1983 to 2007, show an increasing trend for all persons. Over last 10 years, the number of suicides has decreased.	Reduce the suicide rate between 2002 and 2013 by 20%	Supported by 50% of key line staff in mental health and substance misuse services, primary care, and accident and emergency being educated and trained in using suicide assessment tools/suicide prevention training programmes by 2010.

\*LE = Life expectancy; HLE (LLI)= Healthy Life Expectancy (Limiting Long-term illness); HLE (SAH) = Healthy Life Expectancy (Self Assessed Health)

Local Outcome/s	Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
	Reduce the annual rate of increase of defined daily dose per capita of anti-depressants to zero by 2009/10, and put in place the required support framework to achieve a 10% reduction in future years.	Since 2001/02 Grampian increase of 25% in the number of prescribed anti-depressants, compared nationally increase of 21%.  The actual increase in the number of prescribed items in Grampian was 60,229, climbing from 236,928 in 2001/02 to 297,157 in 2006/07.	Reduce the annual rate of increase of defined daily dose per capita of anti-depressants to zero by 2009/10	Put in place the required support framework to achieve a 10% reduction in future years
An increased number of elderly and vulnerable people will be able to sustain an independent quality of life	Shift in balance of care from institutional to 'home based' care (Outcomes Framework for Community Care, BC1)	As per Moray CHSCP* trajectory (TMC* Budget at 01/04/09 )	1% of budget for residential care will be shifted to home care by 31/03/10	Increased %age of elderly sustaining independent quality of life
	Grampian NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.			Achieve agreed improvements in the early diagnosis and management of patients with dementia

\*CHSCP=Community Health & Social Care Partnership; TMC=The Moray Council

The impact of alcohol and substance misuse in Moray will reduce	Rate of general acute inpatient discharges with an alcohol-related diagnosis in any position 2006/07 (most recent available)	593 per 100,000 population 762 per 100,000 population national average	Sustained reduction in number of inpatient discharges with diagnosis of alcohol dependence	Maintain the reduction in number of inpatient discharges with diagnosis of alcohol dependence
	Proportion of general acute inpatient discharges with an alcohol-related diagnosis in any position 2006/07 (most recent available), with a diagnosis of alcohol dependence	24.0% 10.9% national average	Sustained reduction in proportion of inpatient discharges with diagnosis of alcohol dependence	Maintain the reduction in proportion of inpatient discharges with diagnosis of alcohol dependence
	Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/11.	Number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/11.		Achieve agreed number of screenings using the setting-appropriate screening tool and alcohol brief intervention, in line with SIGN 74 guidelines by 2010/11
Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s is contained in the Appendix.				

**National Outcome 7 – We have tackled the significant inequalities in Scottish society.**

**LOCAL PRIORITIES 3- ELDERLY & VULNERABLE and 6 YOUNG PEOPLE**

**Evidence**

The Partnership has identified that the priority areas to address are ensuring that vulnerable groups in society are supported and tackling health inequality in Moray.

**Relevance to National Outcome**

A significant improvement which can be made in Moray is to reduce the level of fuel poverty experienced by households.

**Progress & Achievements in 2008-9**

In 2008/09 the Fairer Scotland Fund financed work on More Choices More Chances and supported three transitional projects: Mobile Information Bus, youth transition worker, a youth justice project and a contribution to Moray New Futures. Responsibility for the management of the funding has been assumed by the Community Planning Partnership through the Safer and Stronger theme group and the Social Inclusion Implementation group will be responsible for the operational management of the fund.

The existing Fuel Poverty Strategy was finalised in November 2004 and was assessed as “very good” by the Scottish Executive. Work has been undertaken against the actions within the Strategy. There are now proposals for the development of a new Fuel Poverty Strategy 2009 – 2013.

Local Outcome/s	Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Inequalities in Moray will be addressed	Narrowing the gap	9.3% of the population are classified as income deprived (8,170)	In 2011 We will have reduced the number of people who are income deprived by 5% (408)	The levels of deprivation in Moray will have been reduced

Links to relevant plans or other commitments of the local partners to support delivery of this outcome is contained in the Appendix.

## **National Outcome 8 – We have improved the life chances for children, young people and families at risk.**

### **Evidence**

The Partnership has identified that improving the life chance of looked after children and child protection as priorities.

Moray's looked after children appear to be progressing onto adulthood well through support given. However more could be done in Moray to ensure that all vulnerable children are given the necessary support to improve their life chances.

### **Relevance to National Outcome**

The most significant improvement which can be made in Moray is to protect our most vulnerable residents and reduce inequalities in society.

### **Progress & Achievements in 2008-9**

Moray Council has recently received its first inspection report on Child Protection. Though the report was not favourable, the Council and its partners are confident that they can address all areas of concern. In the short term, targets have been set and partners will work together to evidence positive progress towards meeting them.

Local Outcomes	Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Life chances for children, young people and families at risk in Moray will improve	% of looked after children achieving appropriate outcomes for their stage	(Figures are for 2007/08)  Primary – Reading 51% Writing 46% Mathematics 49% (37 children in total)  Secondary S1/S2 – Reading 17% Writing 17% Mathematics 11% (18 children)  Secondary S4 – 5 + Level 3 14% 5 + Level 4 14% 5 + Level 5 0% (7 children)  Primary Wider Achievement – No baseline available  Secondary Wider Achievement – No baseline available	The attainment of looked after children will increase	The increase in attainment of looked after children will be maintained

Local Outcomes	Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Life chances for children, young people and families at risk in Moray will improve (continued)	Positive destinations for young people leaving care in the More Choices, More Chances category Scottish Government Statistics – Destination of Leavers from Scottish Schools 2006/07	23% entitled to after care in employment, education or training compared to 30% Scottish average	The percentage of young people leaving care and entering further education, employment or training will increase.	The percentage of young people leaving care and entering further education, employment or training will be maintained at the increased level.
Child protection services in Moray will improve	Improved outcomes for children on the Child Protection Register	Annual – Quality Assurance Manager (Children and Families Services) Realtime Evaluation database in SPSS	62.5%	Increase the proportion of children on the Child Protection Register for whom there is evidence of improved outcomes.
	Positive Inspection outcome	Unsatisfactory Inspection Feb 2009	Sustained improvement in all areas	Positive outcome on re-inspection
	Number of repeat incidences of Domestic Abuse	Grampian Police Analyst, Aberdeen to provide		Reduction on baseline
Links to relevant plans or other commitments of the local partners to support delivery of these outcomes is contained in the Appendix.				

## **National Outcome 9 – We live our lives safe from crime, disorder and danger.**

### **Evidence**

Moray is a safe place to live for most residents. However alcohol is a factor in many incidents of crime and disorder within the area and jeopardises the safety of residents. Alcohol use features in many offending behaviours including crime, youth offending and domestic abuse. As the actions to change behaviour are being address in other outcomes, the focus for delivery against this outcome will be to concentrate on alcohol-related crime.

### **Relevance to National Outcome**

The most significant improvement which can be made in Moray is to reduce alcohol-related crime.

### **Progress & Achievements in 2008-9**

Since the first Anti Social behaviour Contract (ABC) was negotiated on 12<sup>th</sup> July 2005, there have been a total of 106 referrals, 47 of which resulted in the negotiation of an ABC (11 are still pending). Of the 47, 30 have been successful, 10 unsuccessful and 7 are still live. This is a 75% success rate (based on successful completions as percentage of all those completed).

In Moray, for the period ended 31<sup>st</sup> March 2007, 43 children were identified as persistent young offenders and 44% of offence referrals were attributed to persistent young offenders, above the national average of 32.5%. Over the last 3 fiscal years the number of young offenders and number of charges for under 16 years old is virtually unchanged. The number of incidents attended by police that involved offenders under 16 yrs has increased slightly.

Drink driving has reduced in Moray over recent years, from 178 offences in 2004 to 159 in 2006. However, there have been 85 drink-driving collisions in this 3-year period, causing 3 fatalities, 13 serious injuries and 33 slight injuries.

During the first 3 quarters of 2007/08, there have been 28 operations “Avons” carried out across Moray to tackle underage drinking.

Delivery against this outcome depends on the success of the other national outcomes including road safety (1), early intervention (4), health (6), inequalities (7) and improving life chances of families at risk (8).



Local Outcome	Indicator/s ( <i>noting frequency / type / source</i> )	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
There will be a reduction in alcohol related offending in moray	Alcohol related adult offending in all crime categories – crimes recorded	2172 NB: 1 yr only	Reduction in level of offending	Sustained reduction in level of offending
	Alcohol related juvenile offending in all crime categories – crimes recorded	83 NB: 1 yr only	Reduction in level of offending	Sustained reduction in level of offending
	Alcohol related domestic abuse – crime recorded	276 NB: 1 yr only	Reduction in level of offending	Sustained reduction in level of offending
Links to relevant plans or other commitments of the local partners to support delivery of this outcome is contained in the Appendix.				

**National Outcome 10 –We live in well-designed, sustainable places where we are able to access the amenities and service we need.**

**LOCAL PRIORITY 4 - HOUSING/HOMELESSNESS**

**Evidence**

The Partnership has identified that addressing the shortage of affordable housing and tackling homelessness are priorities.

There is an acute shortage of affordable housing in Moray. An update of the housing needs model in 2008 identified that the annual shortfall had increased to 255 units. This is evidenced by the Housing Needs studies completed in 2001 and 2007. In 2007, the annual shortfall of affordable housing was estimated to be 219 houses per annum for five years. While homelessness applications Scotland wide fell by 4.9% in 2007/08, in Moray homelessness applications increased by 6.8%. The Council has not met the 2009 interim homelessness target for the abolition of priority need.

**Relevance to National Outcome**

The most significant improvements which can be made in Moray are to address the shortage of affordable housing and to tackle homelessness.

**Progress & Achievements in 2008-9**

The Council is currently reviewing its Affordable Housing Supplementary Guidance to Developers and in February/March 2009 a consultation is being undertaken on a proposed increase from 20% to 25% for developments of 10 or more houses. The Council has identified that it is financially feasible for it to pursue a limited Council new build programme of around 80-90 properties over the next three years. The Council has submitted a bid for Scottish Government resources to assist in the funding of a Council new build programme to deliver 80 new Council houses over the next 3 years.

The delivery of this outcome links to other national outcomes in relation to economic development (1 & 2) and health (6)

<b>Local Outcomes</b>	<b>Indicator/s (noting frequency / type / source)</b>	<b>Baseline at 2006-07</b>	<b>'Progress' target/s to 2010-11</b>	<b>'End' target/s &amp; timescale/s</b>
More people in Moray will have access to affordable housing	No of new affordable houses provided annually	164 units	Direction of travel moves to narrow gap between annual shortfall identified and numbers provided	No gap between annual shortfall and actual number of units provided by 2012
Homeless people will be provided with appropriate accommodation	%age of homeless applicants found to be in priority need (target 100% by 2012)	63%	March 2009 target was 81.5%. For 2010/11 direction of travel moves towards 2012 target	100% by 2012
	Reduction in the number of breaches of the unsuitable accommodation order	24 breaches (increased in 2007/08 to 64 breaches)	Direction of travel is to reduce the number of breaches	No breaches
Links to relevant plans or other commitments of the local partners to support delivery of these outcomes is contained in the Appendix.				

**National Outcome 11 - We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.**

**Evidence**

The Partnership is committed to community engagement. It recognises that the voluntary sector can make a significant contribution to the outcomes in the Single Outcome Agreement. Many of these contributions are already highlighted within the agreement. The partnership acknowledges that active involvement of the voluntary sector will assist in delivering outcomes.

Local Authorities, the Police and other partners have a key role to play in preventing extremism in communities. The Prevent initiative involves the establishment of effective multi agency arrangements to develop and deliver a co-ordinated response to preventing violent extremism within our communities.

**Relevance to National Outcome**

The most significant improvement which can be made in Moray is to continue to develop and support community engagement,

**Progress & Achievements in 2008-9**

A Moray-wide Forum and an Equality Forum have been established. In addition the Partnership has worked with the community to develop and support Local Area Forums. Each associated school group has an operating forum and there is an active Moray-wide Area Forum. The Community Engagement Group sits at the strategic level within the Partnership framework to gain direct feedback from the community on priorities, delivery of outcomes and future proposals.

MVSO hosts the Partnerships database which currently has 624 voluntary organisations registered. The partnership makes use of this database for engagement purposes.

Groups of vulnerable people are evident across all communities and have been recognised as such across various agencies and Community Planning Partnerships. Grampian Police are committed to partnership working in this arena and have committed to a new Public Protection Unit (PPU) which will have overall strategic responsibility for vulnerable groups as detailed above. Although the strategic lead for PPU will be in Aberdeen, the Force is committed to enhancing existing local partnership working in this area of work.

The delivery of this outcome will support the national outcomes to address inequalities within society (7) and ensuring the safety of the area (9).

<b>Local Outcome/s</b>	<b>Indicator/s (noting frequency / type / source)</b>	<b>Baseline at 2006-07</b>	<b>'Progress' target/s to 2010-11</b>	<b>'End' target/s &amp; timescale/s</b>
Members of the community will engage positively with the work of the Community Planning Partnership	Citizen Panel response rate	70% - 3 year average	Maintain response rate	Sustain involvement of Panel members and increase their response rate
Our community will be resilient to emergencies	All emergency response plans will be regularly reviewed and updated	Plans are currently up to date	To establish a multi-agency Delphinus Group	Organisational structures and arrangements will be in place to support effective emergency preparedness
Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s is contained in the Appendix.				

**National Outcome 12 –We value and enjoy our built and natural environment and protect it and enhance it for future generations.**

**LOCAL PRIORITY 7 - FLOOD ALLEVIATION**

**Evidence**

The Partnership has identified flood alleviation related issues as priorities.

Damaging floods in 1997 and 2002 have necessitated flood schemes in Lhanbryde, Elgin, Forres and Rothes. In 1997 floods in Moray caused 1,200 people to be evacuated from 400 homes in the Elgin area. The damage to the Council directly was calculated at more than £3.5 million, in April 2000 flood damage caused a further £600,000. In 2002 flooding cost £3.2 million damage to Council properties. The losses to businesses and industry over the same period, along with households ran into tens of millions of pounds. The risk of flooding continues to threaten homes, businesses and other premises in the Moray area. Flood Alleviation Schemes are essential to prevent or deal with future high water levels.

**Relevance to National Outcome**

The most significant improvement which can be made in Moray is to protect the community for future generations through flood alleviation schemes.

**Progress & Achievements in 2008-9**

The Council has put in place flood alleviation schemes for the main communities affected by flooding. Good progress has been made on the Lhanbryde scheme (completed) the Forres (Burn of Mosset) and Rothes schemes are under construction, proposals for Elgin and Forres (River Findhorn and Pilmuir) are still at the procedural stages.

Links to the delivery of this outcome will be supported by sustainable travel (1), health (6) and housing (10).

<b>Local Outcome/s</b>	<b>Indicator/s (noting frequency / type / source)</b>	<b>Baseline at 2006-07</b>	<b>'Progress' target/s to 2010-11</b>	<b>'End' target/s &amp; timescale/s</b>
Residents and businesses will be protected against potential flood damage	Reduction in number of properties at risk from river flooding events. This relates to Rothes and Forres (Burn of Mosset) schemes	Schemes under construction	86 commercial premises 1225 residential premises	All premises protected by Dec 2010
	To actively promote the Elgin flood prevention order through the local public inquiry	Public inquiry likely to be mid 2009	Work to start on site in 2010	All premises protected by Dec 2013

Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s is contained in the Appendix.

**National Outcome 13 –We take pride in a strong, fair and inclusive national identity.**

Delivery of the local outcomes within the Single Outcome Agreement will make Moray a more attractive and healthy place to live, work and visit which will contribute to the delivery of national outcome 13.

This national outcome will also be supported by the delivery of outcomes to address inequalities (7), the protection of vulnerable groups (8) and safety (9).

<b>Local Outcome</b>	<b>Indicator/s (noting frequency / type / source)</b>	<b>Baseline at 2006-07</b>	<b>'Progress' target/s to 2010-11</b>	<b>'End' target/s &amp; timescale/s</b>
NONE				

**National Outcome 14 – We reduce the local and global environmental impact of our consumption and production.**

**Evidence**

Public agencies in Moray are currently working to reduce their carbon footprint and the area is at the forefront in recycling activity in Scotland. Consequently, this area is not viewed as a strategic priority for improvement at present though the national outcome will be reviewed by the theme group for 2010.

There are currently significant developments in the private sector which will be eco-friendly and using sustainability technology such as the new distillery at Roseisle which will be the largest in the country and the Rothes waste plant will recycle waste into reusable energy sources.

Moray has a high quality environment, recognised by international, national and local designations. Much of the national environment of Moray is of national importance. The quality of Moray’s natural heritage has been recognised at the European level through the designation of the Cairngorm’s National Park, the Special Protection Areas, and Special Areas of Conservation. Moray contains 39 sites of Special Scientific Interest, which are sites of key nature conservation and wildlife importance. Moray also contains a number of Areas of Great Landscape Value and the Cairngorms National Scenic Area. The conservation, enhancement and promotion of Moray’s built heritage are therefore important. In particular, this will mean safeguarding listed buildings, ancient monuments, archaeology and designed landscapes and to retaining buildings, townscapes and artifacts, which are part of Moray’s character and identity.

This national outcome links to other national outcomes including economic development (1 & 2), pupil achievement (4) and health (6).

Local Outcome	Indicator/s ( <i>noting frequency / type / source</i> )	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
NONE				



**National Outcome 15 –Our public services are high quality, continually improving, efficient and responsive to local people’s needs.**

**LOCAL PRIORITY 10 - EFFICIENCIES**

**Evidence**

It is recognised that the development of SOAs is work in progress, and a ‘developmental process’. At this stage in the process, there is a need to consider how the development of partnership governance, performance management and accountability to local communities can be built into the SOA itself together with appropriate progress measures and targets.

In terms of efficiency, the Scottish Government has set targets for public services to become more efficient year on year. Agencies are also facing pressures from demographic changes which are increasing the demand for services to care for the elderly and vulnerable in our community. The UK recently entered recession and it is clear that this will result in further constraints on public expenditure. The UK government has announced that funding for Scottish public services will be reduced by £500 million in 2010/11 and the impact of this reduction on individual authorities and agencies is currently unquantified.

**Relevance to National Outcome**

Public services need to reduce costs by increasing efficiency if we are to minimise the impact on service users.

**Progress & Achievements in 2008-9**

The Council publishes an annual efficiency statement and for 2007/08 £ 1.45m of efficiencies were identified (£2.55m 2006/07).

The Council is using the national toolkit which was developed by the Improvement service during 2008/09. This work has identified potential efficiency savings of £4.4 million per annum and the Council has committed significant additional resources to progress detailed design and implementation plans. This programme is part of a wider modernisation agenda called “Moray Performs”. Under this agenda the Council is also implementing the Public Sector Improvement Framework, Workforce Planning and an improved Performance Management Framework.

Local Outcomes	Indicator/s (noting frequency / type / source)	Baseline at 2006-07	'Progress' target/s to 2010-11	'End' target/s & timescale/s
The Community Planning Partnership will deliver positive outcomes and be accountable to the community	Agreed governance statement for the community planning partnership		Review of partnership governance	The Community Planning Partnership will act as a forum for collective governance and aligned performance management
	Agreed performance management framework for the community planning partnership		Review of performance management framework	
	Agreed public performance reporting strategy for the community planning partnership		Review of reporting and accountability to local communities	
Agencies will work together and individually to improve services	For DBS during 2009/10 we will be completing detailed designs and business cases to establish deliverable efficiency and improvement targets.		Detailed business plans finalised and operational	£4m savings by 2012/13
	The modernisation programme "Moray Performs" will be delivered		Delivery of individual themes in line with timetable	
	Agencies will support each other to deliver key facilities		Dental facilities in Keith & Elgin Hospital and Health Centre, Forres Integrated Health & Resource Centre, Lossiemouth	
Links to relevant plans or other commitments of the local partners to support delivery of these outcome/s is contained in the Appendix.				

## 5. Governance

The Moray Council and all of the partner agencies have participated fully in the preparation of this agreement and it is planned that the Community Planning Board will be responsible for the on-going development of the agreement.

### **Accountability for delivery of the SOA**

The Council and its partner public agencies are signatories to the SOA for 2009. It must be emphasised, however, that this must not be seen as diminishing the role of community, third sector and private sector representatives on the community planning partnership. Rather it reflects that only Councils and public agencies can be held accountable for the spending of public monies and the performance of services.

The whole Community Planning Partnership have agreed the content of the SOA and the individual public agencies which will be responsible for delivering the outcomes. In signing the agreement the Council and its partner agencies are signing up to the following commitments :-

- a) The Council and its partners have signed up to delivering the whole SOA, not selected parts of it.
- b) Signing of the agreement means that the Council and respective Boards have adopted the SOA as a formal corporate commitment.
- c) All agencies are committed to supporting the delivery of the SOA in all possible ways compatible with their duties and responsibilities.
- d) All partners are willing to review their pre-existing structures, processes and deployment of resources to optimise delivery of outcomes.

This does not mean that each partner is signed up to deliver all of the services and infrastructure necessary to achieve outcomes as no one agency has unrestricted powers. What it means is that the Council and its partners are committed to the agreed outcomes for Moray and, within their powers, will take every opportunity to promote and support the delivery of outcomes.

Joint governance and scrutiny arrangements of the Council and its Community Planning partners will be a priority for development in 2009/10.

## 6. Ongoing Development of the SOA

It should be appreciated that the single outcome agreement process is continuing to evolve. This second outcome agreement has been developed with the active involvement of community planning partners and even at this stage, the benefits which will accrue in terms of closer partnership working are becoming evident.

It is intended that outcome delivery plans will be developed for each local outcome identifying lead agencies for each outcome and how other agencies will support them in delivering the outcome. This will be a key task for theme groups in the short term. The theme groups will develop a programme of supporting projects which contribute to the overall delivery against the local outcomes on a multi-agency basis.

While it is clear that some outcomes in the agreement will be influenced by availability of funding, the community planning partnership intends to review the outcome agreement on an annual basis. That review will take account of :-

- Actual progress in delivering the national and local outcomes
- The levels of resources available to meet the commitments which have been made
- Decisions of the Council and its community planning partners, and
- Feedback from partners and the Scottish government during the course of the year.

The review will take account of progress on the delivery of outcomes, changes in the evidence base and government policy developments. It is recognised that a formal process for amending the agreement will require to be agreed between the Government and the community planning partnership. Work will also be required in terms of developing and extending partnership working in Moray to ensure that all barriers to effective delivery of priorities are broken down. It is recognised that the council and its community planning partners need to fully engage to consider how best to respond to the outcome based approach. Many of the local outcomes within the agreement will require that joint working becomes even more prevalent than at present.

It is intended that the large volume of information and statistics which have been collected to evidence the local outcomes will be used as a basis for consultation and communication with local communities to ensure that they are fully engaged in the development of future revisions.

It is planned that the SOA will be reviewed on an annual basis to take account of local circumstances which may be subject to change. A complete review will be undertaken after every local government election.

The current SOA has already been subjected to extensive consultation by the community planning partnership. Exercises have been carried out with the voluntary sector, the equalities forum, the patient participation forum and the general public through the Citizens Panel. In addition HIE have carried out a consultation with the business sector to inform the priorities for economic development in the area. These measures will be used in future to ensure that there is ownership of future revisions. The Community Engagement Group will also be looking to secure ownership on as wide a basis as possible for the SOA.

## 7. Performance Management

The Council has a well-established performance management framework and it is planned that we will use that framework to continually monitor the delivery of the outcomes set out in this outcome agreement.

Following the completion of this agreement the Council will ensure that :-

- the agreement will be monitored on a regular basis by the Community Planning Board
- the SOA will link to the Council's financial plans and service improvement plans.
- the SOA will be taken account of in compiling the Council's established corporate and departmental risk management registers. And risks attached to individual outcomes will be managed.

Quarterly monitoring will take place throughout the lifetime of this document. These quarterly monitoring reports will be submitted to the Community Planning Board and a process of mutual challenge between partners will ensure the delivery against the outcomes.

The Council and our community planning partners will provide progress reports to the Scottish Government on delivery of outcomes on an agreed schedule.

This agreement has been prepared on the premise that :-

- Nationally agreed arrangements will be developed to identify how responsibility for the delivery or non delivery of outcomes will be established , and that
- Protocols will be established for resolving disputes and for securing arbitration between the Scottish Government, the Council and Community Planning Partners.

## 8. Reporting

The Council will review progress on achieving outcomes annually with community planning partners and the Scottish Government.

As part of this review, the community planning partnership will produce a public performance report on the delivery of outcomes within six months of the end of the financial year. The annual report by the community planning partnership will complement the Council's public performance reporting arrangements and will provide a balanced report to the public on our achievements. The report will be circulated to all partner organisations and stakeholders, local area committees, community councils and area forums for consideration and be publicised on the Community Planning Partnership and individual agency websites.

The single outcome agreement will be reviewed annually by beginning of each new financial year.