

DRAFT Single Outcome Agreement for the Scottish Borders June 2013 (V8)

Index

- 1. Purpose and scope of SOA**
- 2. Scottish Borders - our understanding of place**
- 3. Our Vision, Priorities and Performance Measures (including links to Community Planning themes)**
- 4. Local context for the National Outcomes and Scottish Government's Policy Priorities**
- 5. Prevention**
- 6. Our Governance and Community Planning Partnership arrangements**
- 7. Public Reporting**
- 8. Equalities and Diversity**
- 9. Community Engagement**

1. Purpose and Scope of SOA

The purpose of the Single Outcome Agreement is to specify the improvement priorities that have been identified for the Scottish Borders Community Planning Partnership and which focus the partnership on delivering better outcomes for the people of the Scottish Borders and Scotland. Through specific commitments made by Scottish Borders Council (SBC), Community Planning Partners (CPP) and the Scottish Government (SG), it sets out our joint commitment to the delivery of an agreed set of priority outcomes, based on the strategic conclusions from our Strategic Assessment undertaken in early 2013 and presents a range of outcome indicators that can be used to assess the impact of our actions and measure performance.

Whilst the focus of this Agreement is only on those National Outcomes that have been identified as a priority for the Scottish Borders CPP at this time, Section 4 shows how our key strategies and community planning themes contribute across the 16 National Outcomes.

Each community planning partner in the agreement is mutually accountable for the delivery of the agreed outcomes and will:

- jointly take ownership and responsibility for their respective contributions to the agreed outcomes; and
- be able to hold each other to account for the delivery of specific commitments they make to enable the delivery of the agreed outcomes.

The agreement reflects a developing relationship between the Scottish Government and Local Government, as articulated in the “Statement of Ambition”.

Partners in the agreement confirm their commitment to fulfil legal and policy obligations upon them in relation to Community Planning, Best Value, equalities and sustainable development.

It builds upon key joint plans and strategies that exist within and between partner organisations and therefore reflects extensive consultation with stakeholders and partner involvement. However, the Council and community planning partners recognise the need to continually engage and involve a range of partners, paying particular cognisance to equalities and hard to reach groups, and our recently revised community planning arrangements enable us to do this more effectively.

Strategic Board Signatory Page TBC

2. Scottish Borders - our understanding of place

Our approach

In order to ensure that Community Planning partners based their priorities on a robust evidence base, we undertook a *Strategic Assessment* (Appendix 1) This is the second time a Strategic Assessment has been prepared for the Scottish Borders as a whole, for use by the Community Planning Partnership (the last was in 2010). It was compiled as objectively as possible, using an intelligence led approach, with carefully considered analysis of the issues affecting the Scottish Borders at the present time, with trend analysis where available.

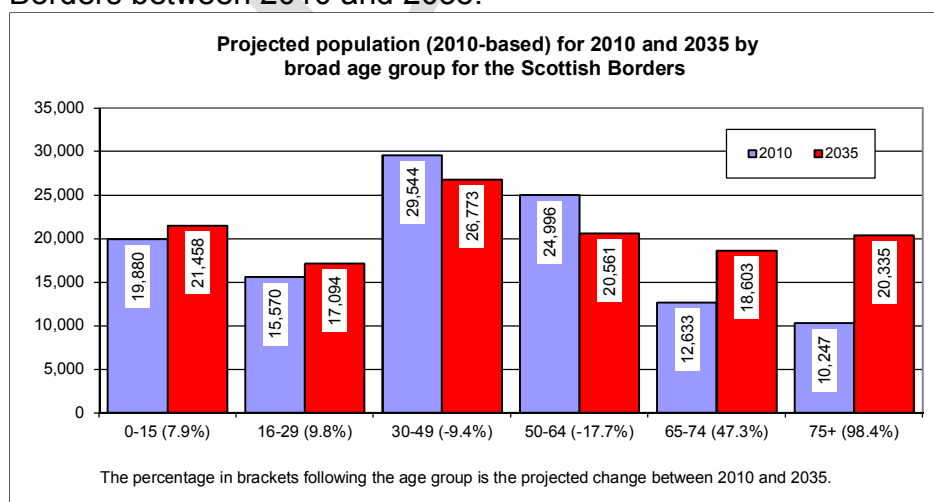
The data collection and analysis was undertaken under each of the 16 national outcomes in the Scottish Government's National Performance Framework. Data relevant to each outcome was collected and analysed, and a traffic light system used to highlight risk e.g. if the trend is positive and we compare favourably to the national average, then a green light was used. Where data relates to more than one outcome, it was repeated. As well as presenting the data that relates to each outcome, "National Drivers" and the "Local Policy Framework" were examined.

This approach puts key data and analysis in one place for decision makers and helps a range of partners to engage with the prioritisation of outcomes for the Scottish Borders. It allows the Scottish Government to see that as a CPP, we are committed to using data and evidence effectively to establish our priorities, a key principle of both Community Planning and Best Value.

Scottish Borders Area Profile

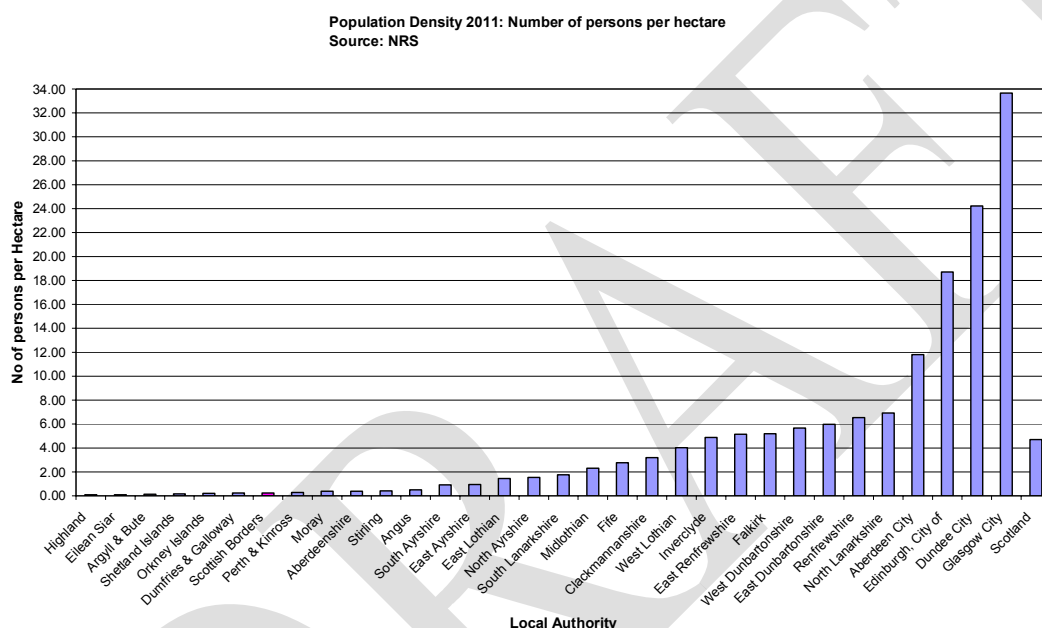
The Scottish Borders area is 473,614 hectares (1,827 square miles); located in the South East of Scotland. It has Edinburgh and the Lothians to the North, Northumberland to the South and Dumfries and Galloway to the West. It is a rural local authority with only two towns, Galashiels and Hawick, with more than 10,000 people. In May 2011 the National Registers of Scotland (NRS) estimated that there were 113,150 people in the Scottish Borders. Although the total population in the Borders has grown steadily over the last 10 years and is predicted to grow further, the working age population has remained in the region of 61/62% since 2001 (lower than the Scottish average of 66% in 2010).

Between 2010 and 2035 the National Records of Scotland project a 10.6% increase in population for the Scottish Borders; from 112,870 to 124,824. Within the Scottish Borders the projected change in population by broad age group highlights related to the ageing population and the reduction in people of working age (both in terms of proportions and numbers). The graph below shows the projected population change by broad age group for the Scottish Borders between 2010 and 2035.



This demographic profile has significant implications on the delivery of services into the future, especially in relation to the provision of care, on our future workforce and on economic development. For example, our Older Peoples Joint Commissioning Strategy 2013-2023 proposes an approach to dealing with the future delivery of services given the challenges of a growing elderly population, including an increase in long term conditions, in a way that is consistent with what older people want.

The Borders has a low population density as shown by the graph below. The population density for all of Scotland is 4.71 people per hectare, compared to 0.24 people per hectare in Borders, making Scottish Borders the 7th most rural local authority in Scotland and the 4th most rural mainland Local Authority area after Highland, Argyll & Bute and Dumfries & Galloway. This has an implication on the costs of providing services in more rural environments, especially compared to the city environments like Glasgow, Edinburgh and Dundee. Scottish Borders Council's total service net expenditure is as the Scottish average, yet satisfaction rates for council services are higher than the Scottish average.



Summary of the Borders situation

The conclusions from the Strategic Assessment, and backed up by Audit Scotland in its recent Audit of Community Planning, are that Scottish Borders is generally a good place to live.

- The general population, including our young people, are satisfied with the Borders as a place to live and feel safe
- Crime rates are low
- Life expectancy is higher than the national average, as are a number of other health indicators.
- School attainment is higher than the national average and the majority of our young people go on to positive destinations on leaving school
- Economically, we have an entrepreneurial workforce and a high percentage of business start ups each year, with a 3 year survival rate comparable to the Scottish average
- Our high quality natural environment is a key asset and tourism is a strong, valuable sector, although is showing signs that it is being negatively impacted by the wider economic climate.
- However, the business structure (small businesses, traditional sectors, reliance on the public sector) continues to adversely affect productivity, and Gross Value Added (GVA) per employee is significantly less than Scottish levels

- We lag behind Scotland on weekly earnings levels especially amongst those that work in the Borders (as opposed to commuting out of the Borders)
- The Borders has a lower percentage of its population who are of working age, compared to the Scottish average and outward migration of 16 to 29-year-olds contributes to this, given the limited Higher and Further Education and job opportunities
- The rate of JSA claimants in the 18-24 yr old bracket is now slightly higher than the Scottish average and there are worrying trends emerging in terms of long term unemployment (over 12 months), especially amongst younger people
- Digital connectivity continues to be poor and will require public sector intervention to compensate for market failure. Our road and public transport network require attention to improve the attractiveness of the area to potential investors, as well as safety
- There are pockets of persistent deprivation particularly in the largest towns of Hawick and Galashiels where five data zones are among the poorest in Scotland. There are significant disparities between the most and least deprived neighbourhoods in terms of health, income, child poverty, employment, benefit claimants, crime rates and educational attainment. This is covered in more detail below.

Scottish Borders and the Scottish Index of Multiple Deprivation (SIMD)

The Scottish Index of Multiple Deprivation (SIMD) 2012 identifies small area concentrations of multiple deprivation in Scotland. The SIMD uses data zones as the geographic areas. There are 6,505 data zones in Scotland, 130 of which are in the Scottish Borders. Each data zone is ranked relative to each other where the most deprived data zone is ranked 1 and the least deprived data zone is ranked 6,505. It is important to note that “The SIMD cannot be used to determine 'how much' more deprived one data zone is than another e.g. it is not possible to say that data zone X, ranked 50, is twice as deprived as data zone Y, ranked 100.”¹

The limitations of SIMD are acknowledged in a rural area, where deprivation can be hidden more easily. Because data is averaged for an area, SIMD can hide what is happening in a rural community. Within an urban area, clusters are closer together and deprived communities can be recognised more easily. However, what is presented later in this section points clearly to areas of deprivation in two of our larger towns that need to be addressed.

The 2012 SIMD combines 38 indicators across 7 domains. The overall index is a weighted sum of the seven domain scores: income (28%), employment (28%), health (14%), education (14%), geographic access (9%), crime (5%) and housing (2%). Results from the 2012 SIMD show that most of Scottish Borders' datazones are found in the middle rankings, when seen in context with Scotland overall. This is similar to the pattern in 2009 and shows that most of Scottish Borders does not suffer from multiple deprivation.

However, SIMD 2012 also shows that the more deprived areas in Scottish Borders are no better than they were in 2009 and have steadily got worse since the SIMD started in 2002. In 2012, Scottish Borders had 5 (or 0.5%) of Scotland's “most-deprived 15%” datazones, compared with 5 (0.5%) in 2009, 3 (0.3%) in 2006 and 2 (0.2%) in 2004.

The most deprived datazone in Scottish Borders is still S01005382 (Central Burnfoot, Hawick). The other 4 “15% most deprived in Scotland” datazones in Scottish Borders are also in Burnfoot, Hawick and in Langlee, Galashiels. This was the same in 2009.

The table below lists the 5 data zones in the Scottish Borders that are recognised by Scottish Government as being amongst the 15% most deprived in Scotland. These 5 datazones

¹ Scottish Executive SIMD <http://www.scotland.gov.uk/Topics/Statistics/SIMD/BackgroundMethodology>

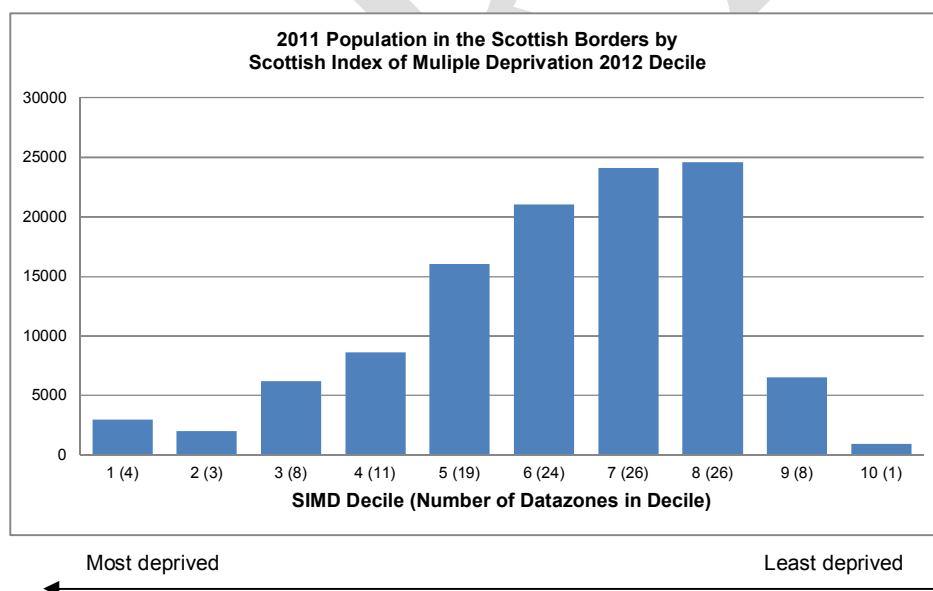
account for 3.2% of the Scottish Borders population. A vigintile is a twentieth, or a measure of 5%, of all datazones in Scotland. Therefore, a datazone in vigintile 1 is recognised as being amongst the 5% most-deprived datazones in Scotland. There is little change from 2009.

| Datazone Code | Datazone Name | Scottish Index of Multiple Deprivation Rank | | Scottish Index of Multiple Deprivation Vigintile (twentieth's) | | Total Population : | |
|---------------|--|---|------|--|------|--------------------|------|
| | | 2012 | 2009 | 2012 | 2009 | 2011 | 2009 |
| S01005382 | Hawick - Central Burnfoot* | 279 | 410 | 1 | 1 | 742 | 736 |
| S01005426 | Galashiels - Langlee Drive area* | 481 | 824 | 2 | 2 | 677 | 824 |
| S01005425 | Galashiels – Kenilworth* Avenue area Langlee | 487 | 372 | 2 | 2 | 866 | 923 |
| S01005378 | Hawick - South Burnfoot* | 607 | 670 | 2 | 2 | 707 | 708 |
| S01005381 | Hawick - West Burnfoot* | 694 | 733 | 3 | 2 | 607 | 613 |

* Also in the 15% most deprived areas within Scotland in 2009

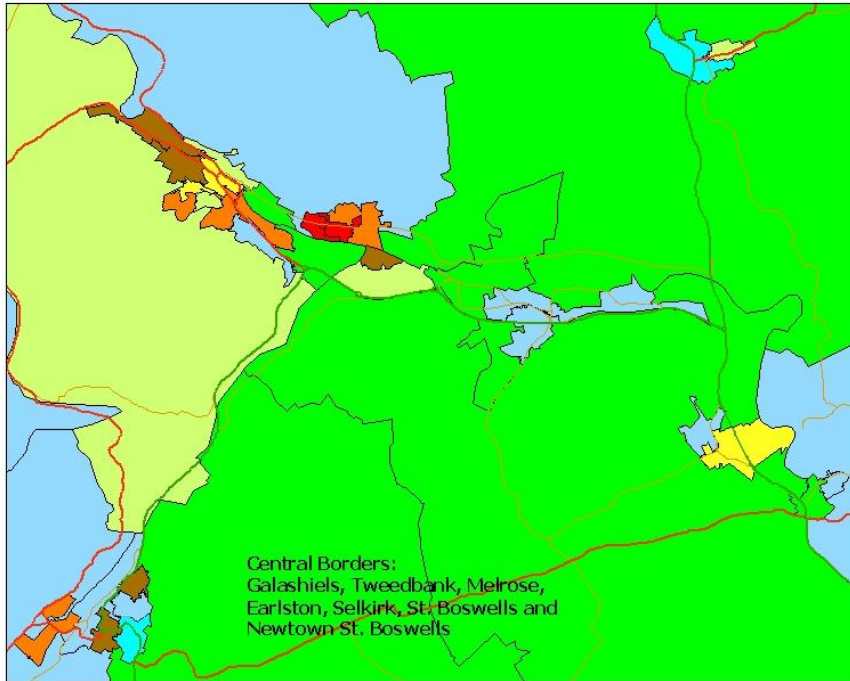
The map on the following page shows the 130 data zones in the Scottish Borders by their SIMD decile ranking within the Scottish context.

The graph below shows the distribution of the population by each decile.



The Strategic Board was extremely mindful of the need to examine local area data where available when using the Strategic Assessment. A deliberate decision was taken by the Board to focus our efforts on our most deprived communities and to target resources in order to address the persistent outcome gaps that exist.

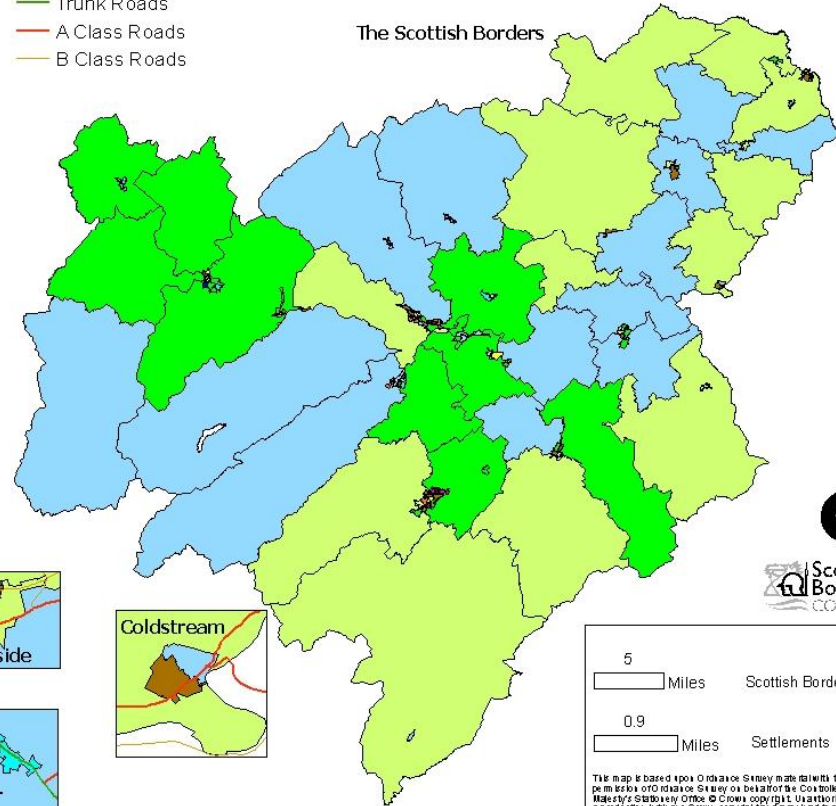
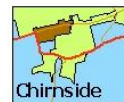
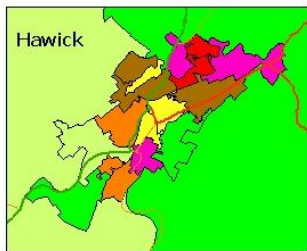
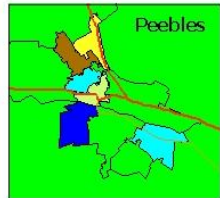
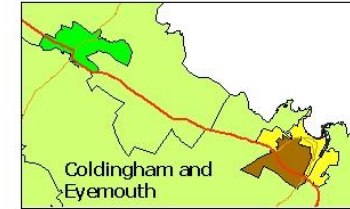
Scottish Borders Datazones by Deprivation Decile, 2012



2012 Scottish Index of Multiple Deprivation

- 1 (Amongst the most-deprived 10% in Scotland)
- 2 (most-deprived 20%)
- 3 (most-deprived 30%)
- 4 (most-deprived 40%)
- 5 (middle decile)
- 6 (middle decile)
- 7 (least-deprived 40%)
- 8 (least-deprived 30%)
- 9 (least-deprived 20%)
- 10 (Amongst the least-deprived 10% in Scotland)

- Trunk Roads
- A Class Roads
- B Class Roads



Scottish
Borders
COUNCIL

5 Miles Scottish Borders

0.9 Miles Settlements

This map is based upon Ordnance Survey maps with the permission of Ordnance Survey on behalf of the Controller for Her Majesty's Stationery Office. © Crown copyright. Unauthorised reproduction in any form or by any means may lead to prosecution or litigation. 100023423, 2012.

Source: SIMD 2012

3. Our Vision, Priorities and Performance Measures

At its April 2013 meeting, the Community Planning Strategic Board considered the Scottish Borders Strategic Assessment 2013 which drew some strategic conclusions about the priorities for the Borders and helped the Board to coalesce around a focused vision:

“By 2023, quality of life will have improved for those who are currently living within our most deprived communities, through a stronger economy and through targeted partnership action”.

The Strategic Assessment can be viewed at

http://www.scotborders.gov.uk/info/591/council_and_government/1222/community_planning_in_the_scottish_borders

The Board is clear that in order to achieve this ambitious vision, the CPP needs to focus on 3 priorities that clearly contribute to a range of National Outcomes, as shown below:

| Scottish Borders priorities | National Outcomes |
|---|--|
| Grow our economy | 01. We live in a Scotland that is the most attractive place to do business in Europe 02. We realise our full economic potential with more and better employment opportunities for our people |
| Reduce inequalities | 05. Our children have the best start in life and are ready to succeed 07. We have tackled the significant inequalities in Scottish society 08. We have improved the life chances for young people and families at risk |
| Maximise the impact from the low carbon agenda | 14. We reduce the local and global environmental impact of our consumption and production |

Grow our economy

The CPP is clear that a strong regional economy will have a positive impact for everyone, not just those living in our most deprived areas. Within our new Economic Strategy 2023, our Economic Profile shows that our economy faces a number of key challenges:

- Low Gross-Value Added (GVA) with an over-reliance on traditional (e.g. manufacturing, agriculture), health and public sectors, and lower than average levels of employment in financial, professional and business support service sectors;
- Falling levels of economic activity, against the national trend where Scottish economic activity has been consistent over the same period;
- Average earnings are lower in the Scottish Borders, operating consistently below the Scottish average. Since 2001, wages for people working in the Borders have increased by only 5%, compared to an increase of almost 38% at the Scottish level;
- We have proportionately less young adults and more people over 65 than the rest of Scotland. This identifies a common challenge for rural areas with high levels of out migration of young people and an increasingly ageing population;
- The unemployment claimant count rate has been rising and although it remains below Scottish levels, there are now more than 2,102 people in the Scottish Borders claiming unemployment benefit. Within this, there is a significant growth in youth and long-term (6 months and 12 months) unemployment. In the short-term, the challenge is to attract all types of jobs, and capitalise on the dynamism of the economy and its ability to create businesses that can survive;
- To make the Scottish Borders a more attractive place to live and work and arrest the out-migration of our young people, the area needs to offer alternative options to stay in the area; locate to the area; and/ or raise the value of employment on offer – this is a key challenge looking forward to 2023.

However, our Economic Strategy 2023 focuses on making the most of our competitive advantage – including niche manufacturing (in textiles particularly), tourism, construction, creative industries, farming and retail of food and drink. Within these key sectors, our opportunity is to grow their value – in terms of wealth and employment creation, and in generating revenues from export sales (exploiting in the short term the weak exchange rate for sterling). In doing so, the economy will generate demand for higher skills as demand for value increases.

We need to support further diversification in the economy, support opportunities for higher value employment, encourage entrepreneurial activity and inward investment and capitalise on our location.

The Community Planning Strategic Board is clear that it wishes to see stretching targets set in relation to the economy and aligned activity that supports business growth, inward investment, tourism and that maximises the benefits of the Borders Railway.

Our vision for the economy:

“By 2023 the Scottish Borders will be amongst the best performing and most productive rural economies in Scotland. By supporting existing businesses and encouraging higher value economic activity, our quality of life will increase. The Borders will become a location of choice for growing businesses and for people to live and work”. (Scottish Borders Economic Strategy 2023)

Performance measures:

| | Scottish Borders latest position | Scottish average | Source/ date of latest position | Target by 2016 | Target by 2018 | Target by 2020 | Target by 2023 |
|---|-------------------------------------|-------------------|--|----------------|----------------|----------------|-------------------------|
| Gross Value Added (NUTS3 Regions Per worker | £29,000 =66% of Scottish average | £44,000 | Office for National Statistics (ONS) 2011 | 68% | 70% | 72% | 75% of Scottish average |
| Gross Weekly Earnings: Residents Earnings | £449.5 =90% of Scottish average | £498.3 | Annual survey of Hours and Earnings (ASHE), 2012 | 91% | 91% | 93% | 95% of Scottish average |
| Gross Weekly Earnings: Workplace earnings | £402.7 =81% of Scottish average | £497.6 | Annual survey of Hours and Earnings (ASHE), 2012 | 82% | 83% | 84% | 85% of Scottish average |
| Employment Rate | 73.1% | 70.7% | Nomis ONS, 2011 | 74% | 75% | 76% | 78% |
| Business Stock per 10,000 population age 16-64 | 564 | 368 | SNS, 2012 | 564 | 564 | 564 | 564 |
| Number of New Business Starts (rate from SLAED TBC) | 315 | 15530 | ONS, 2010 | 315 | 315 | 315 | 315 |
| 3 year Business Survival Rate | 64% | 66% | ONS, 2010 | 65% | 66% | 67% | 68% |
| Percentage population aged 16-64 claiming Out of Work Benefits* | 10% | 13.3% | Nomis Nov 2012 | 9.6% | 9.4% | 9.2% | 9.0% |
| JSA Claimants 16-64 | 3.0% | 4.0% | Nomis, April 2013 | 2.8% | 2.6% | 2.4% | 2.0% |
| JSA Claimants 18-24** | 7.7% | 7.2% | Nomis, April 2013 | 7.5 | 7.0% | 6.5% | 6.0% |
| Working age Population with Low/No Qualifications (%) | 12 | 14 | ONS, 2011 | 12 | 12 | 12 | 12 |
| Town Centre vacancy rates | 11% | Not available yet | SBC, Dec 2012 | 11% | 10% | 9% | 8% |

*not the same as SNS/Local Outcome indicator which looks at **Key** Benefits

** note that SNS uses 16-24 and we have focused on **18-24** (due to the current Borders figures)

Reduce inequalities

Whilst many of the indicators we use to assess quality of life show that the Borders is generally a good place to live, we have seen little improvement in outcomes for people within our most deprived areas over the last 10 years, despite significant interventions and additional resources being deployed in these areas by public sector partners. Many of our Borders-wide indicators e.g. for breastfeeding, smoking during pregnancy, attainment, are above the Scottish average but when examined at local level, large disparities exist between our most and our least deprived areas.

For example, whilst rates of child poverty in the Scottish Borders are lower than Scotland as a whole (12.8% compared to 18.6% in Scotland), rates are as high as 41% in our most deprived areas.

The Community Planning Strategic Board wishes to see a targeted approach to partnership activity in the Burnfoot area of Hawick and the Langlee area of Galashiels in order that outcomes are improved over the long term (see evidence in Section 2). This will not necessarily involve putting *more* money into these areas but will involve examining what is done with the resources we all deploy currently and examining why it is only having a limited impact. There is also a desire to see that work done through the Early Years Collaborative has a particular benefit to those in our most deprived areas, ensuring that children in these areas do indeed get the best start in life.

Performance measures (to be confirmed for end June)

| | Scottish Borders latest position | Scottish average | Most deprived areas (lowest 15%) | Least deprived areas (highest 15%) | Gap | Source/ date of latest position | Target by 2016 | Target by 2018 | Target by 2020 | Target by 2023 |
|---|----------------------------------|------------------|----------------------------------|------------------------------------|-------|---------------------------------|----------------|----------------|----------------|----------------|
| % of Children in poverty | 12.8% | 18.6% | 38.6% (36%-41.6%) | 4.9% (0-10.6%) | 33.7% | DWP SNS, 2010 | | | | |
| % of the population who are "income-deprived" | 10% | 12.6% | 30.2% (27%-36%) | 5.1% (3%-7%) | 25.1% | "SIMD 2012" – SNS, 2011 | | | | |
| % of the working-age population who are "employment-deprived" | 10% | 13% | 24.2% (21-30%) | 4.6% (3-6%) | 19.6% | "SIMD 2012" – SNS, 2011 | | | | |
| Comparative illness rate* per 100,000 population | 9,507 | 12,286 | 16,052 | 6,679 | 9,373 | "SIMD 2012" – SNS, 2010 | | | | |
| % of the population aged 60 + claiming the Guaranteed Element of Pension Credit | 11.5% | 15.6% | 25.6% (16.2%-32.3%) | 8.4% (1.4%-13.2%) | 17.2% | SNS 2012 Q3 | | | | |
| % of the working age population claiming "key benefits" | 12.6% | 16.3% | 32.6% (25.6% - 35.4%) | 6.7% (5% - 8.6%) | 25.9% | SNS Aug 2012 | | | | |
| Smoking during pregnancy (at booking)- 3 yr average | 22.8% | 19.3% | 43.5% (37.7-51.9%) | 11.5% (0-29.2%) | 32.0% | SNS 2009-11 | | | | |

| | Scottish Borders latest position | Scottish average | Most deprived areas (lowest 15%) | Least deprived areas (highest 15%) | Gap | Source/ date of latest position | Target by 2016 | Target by 2018 | Target by 2020 | Target by 2023 |
|--|----------------------------------|------------------|----------------------------------|------------------------------------|--------------------------------|---------------------------------|----------------|----------------|----------------|----------------|
| % of first time mothers under 19 | 11.8% | 12.9% | 37.6% (24.1%-53.8%) | 2.4% (0-11.1%) | 35.2% | SNS, 2009-11 | | | | |
| % of first time mothers over 35 | 14.6% | 12.9% | 5.3% (0-10.3%) | 27.4% (11%-57.1%) | 22.1% | SNS, 2009-11 | | | | |
| Booking of ante-natal appointments at 10-12 weeks gestation** | | | 86.6% (Scotland = 58.7) | 84.7% (Scotland = 62.4%) | 1.9% (Scotland 3.7%) | ISD, March 2011 | 90% | | | |
| Low birth weight: % of live singleton births | 2.25% | 2.04% | 3.6% (0-7.1%) | 3.7%(0-18.2%) | 0.1% | SNS 2009-11 | | | | |
| % of newborns exclusively breastfed at 6-8 weeks | 32.4% | 26.2% | 21.8% (0-40%) | 67.1% (40-100%) | 45.3% | SNS 2011/12 | | | | |
| % children with a health weight in P1 | 80% | 77% | schools info from Public Health | schools info from Public Health | | ISD 2010/11 | | | | |
| % children in P1 with no obvious dental decay experience*** | 69.2% | 67.6% | | | | 2011-12 NDIP survey | | | | |
| S4: Percentage of pupils with 5 awards at SCQF level 5 and above | 40.5% | 36.5% | 12.8% (0-22.2%) | 65.4% (46.2-85.7%) | 52.6% | 2010-11 | | | | |
| S5: Percentage of pupils with 5 awards at SCQF Level 6 and above | 16.6% | 14.6% | 0 | 28.4% | 28.4% | SNS 2010-11 | | | | |
| S6: Percentage of pupils with 5 awards at SCQF level 6 and above | 46.3% | 42.9% | 21.9% (0-75%) | 65.2% (40-85.7%) | 43.3% | SNS 2010-11 | | | | |
| % of school leavers going into HE | 34.8% | 35.8% | 7.5% (0-21.4%) | 56.1% (30-85%) | 48.6% | SNS 2010-11 | | | | |
| % of school leavers going into FE | 33.7% | 27.1% | 54.7% (42.9-80%) | 25.2% (11.1-57.1%) | 29.5% | SNS 2010-11 | | | | |
| % of all school leavers in a Positive Destination 6 months on | 90.6% | 87.2% | 84.3% (72.7-100%) | 93.6% (71.4-100%) | 9.3% | SNS 2010-11 | | | | |
| Positive Destinations (6 mnths): Looked after children | 57% | 52% | n/a | n/a | Gap to Borders average = 33.6% | SNS 2010-11 | | | | |

| | Scottish Borders latest position | Scottish average | Most deprived areas (lowest 15%) | Least deprived areas (highest 15%) | Gap | Source/ date of latest position | Target by 2016 | Target by 2018 | Target by 2020 | Target by 2023 |
|---|----------------------------------|-----------------------------------|----------------------------------|------------------------------------|-------|---------------------------------|----------------|---------------------------|----------------|----------------|
| Percentage of the population aged 16-24 claiming JSA | 5.9% | 6.4% | 12.4% (5.9-20.8%) | 2.2% (0-8.6%) | 10.2% | SNS 2012 Q3 | | | | |
| Percentage of the population aged 16-64 claiming JSA | 2.8% | 4% | 8.5% (5.1-10.5%) | 1.4% (0-2.5%) | 7.1% | SNS 2012 Q3 | | | | |
| Rate of recorded crime per 10,000 pop | 1276 | 1633 | Not available at data zone | Not available at data zone | n/a | SNS, 2011/12 | | | | |
| SIMD: selected recorded offences per 10,000 pop | 281 | 453 | 625 (334-780) | 45 (0-90) | 580 | SIMD 2012 | | | | |
| Affordable Housing Completions | 83 | Not yet available for same period | | | | Scottish Gvt 2012/13 | 103 | 103 (strategy up to 2017) | | |
| % of homeless households assessed as priority homeless | 97.5 | Not yet available for same period | | | | SNS, 2011/12 | | | | |
| Rate of Emergency Admissions to hospital per 100,000 (both sexes, all ages) | 12,163 | 10,232 | 17,286 (14,555-20,901) | 10,793 (7,891-13,752) | 6494 | SNS, 2011 | | | | |
| Rate of Emergency Admissions to hospital per 100,000 for 65+ | 26,408 | 25,763 | 37,925 (35,484-40,506) | 29,891 (16,062-44,248) | 8028 | SNS, 2011 | | | | |
| Rate of Emergency Admissions to hospital per 100,000 for 75+ | TBC | TBC | TBC | TBC | | ISD | | | | |
| Rate of Alcohol related hospital Admissions | 573 | 710 | TBC by end June | TBC by end June | | ISD, SMR01 (2009/10-2011/12) | | | | |
| Rate of Drug related hospital Admissions | | | | | | | | | | |

* those on health related benefits

** data calculated using SIMD Quintiles (20% most and least deprived)

*** data collected by primary school but unable to publish

Maximise the impact from the low carbon agenda (on the economy and on reducing inequalities)

There was a general consensus from the Strategic Board that by really focusing on the low carbon agenda, there were many ways in which the Scottish Borders could benefit.

The rural nature of the Scottish Borders presents challenges in terms of meeting the ambitious targets have been set by the Scottish Government for the reduction of greenhouse gas emissions:

- The dispersed nature of our population, with small towns and sparsely populated rural hinterlands, means that we have a high dependency on road transport, for commuting and the movement of goods, resulting in higher than average CO2 emissions per capita;
- Many households have no access to mains gas supplies, and alternative heating systems are more expensive to run; such as electric storage heaters and oil and LPG central heating systems;
- The type of housing, combined with the high proportion of elderly households, and our low wage economy contributes to higher levels of fuel poverty than the Scottish average;
- There is more pre-1919 housing than the national average, so cavity wall insulation, one of the most cost-effective grant-supported energy efficiency measures, is not a viable option for many households;
- Economically, the region has not yet benefited from employment in the renewable energy sector. For example, only 17 companies are registered with www.microgenerationcertification.org;
- Because of limited demand, training uptake in the sector is low;
- Large scale projects such as wind-farms have not benefited the local economy, with companies from out with the region being used for manufacturing, construction and maintenance;
- Community benefit from wind farms is, in many cases, unknown and inconsistent.

The Community Planning Strategic Board believes that these combined factors point to opportunities to grow our economy and improve quality of life for our most deprived communities and wish to see some tangible projects emerge that link low carbon ideas together and deliver benefits for our communities, both socially and economically.

Performance measures

| | Scottish Borders latest position | Scottish average | Source/ date of latest position | Target by 2016 | Target by 2018 | Target by 2020 | Target by 2023 |
|--|----------------------------------|------------------|---------------------------------|----------------|----------------|----------------|----------------|
| CO2 emissions per capita | 8.4 tonnes | 7.1 tonnes | SNS 2010 | 8 | 7.8 | 7.6 | 7.5 |
| Energy Consumption: Commercial Electricity per consumer | 40,209 KWh | 73,035 KWh | DECC 2009 | | | | |
| Energy Consumption: Household Electricity per consumer | 4,429 KWh | 4,185 KWh | DECC 2009 | | | | |
| Energy consumption | 16,719 tonnes | | SBC, Environment | 94% | 90% | 86% | 80% |

| | Scottish Borders latest position | Scottish average | Source/ date of latest position | Target by 2016 | Target by 2018 | Target by 2020 | Target by 2023 |
|---|---|------------------|------------------------------------|----------------|----------------|----------------|--------------------------------|
| in SBC premises | (back to 100% of 07/08 baseline, after a few years of increase) | | and Infrastructure 2011/12 | | | | |
| Employment in renewables | 17 registered companies | 2083 in Scotland | Microgeneration certification.org | 25 | 30 | 35 | 45 (based on Scottish figures) |
| Generating capacity from small scale renewables (50-500KW)- hydro, PV, wind etc | Baseline to be established | | | | | | |
| Number of Borders students training in renewable installation | Baseline to be established | | | | | | |
| Proportion of households in Fuel Poverty | 36.1 | 29.3 | Scottish House Conditions Survey | 34% | 32% | 30% | 29% |
| % of social sector dwellings that pass the SHQS | 39% | 40% | SNS, 2009-11 | 100% | 100% | 100% | 100% |
| Proportion of household who are coping well or very well financially | 49.9% | 49.7% | Scottish Household Survey, 2009-10 | 50% | 50% | 50% | 50% |

To be confirmed for end June

Linking the priorities to our Community Planning themes

Much of the work already going on in our community planning themes addresses the priorities identified by our Board, has a preventative focus and should have a positive impact on the performance measures. For example:

- Work on maximising the benefits from the *Borders Railway* within our “Economy and Infrastructure” theme is a key part of growing our economy ;
- A focus on *Early Years* within the “Early Intervention and Prevention” theme will ensure that inequalities of outcomes for our children are addressed;
- The ongoing development of our *Scottish Borders Police, Fire and Rescue and Safer Communities Board* within the “Place and Communities” theme will ensure that residents within our most deprived areas feel as safe as residents in other areas of the region and that their lives are not adversely affected by crime and disorder;

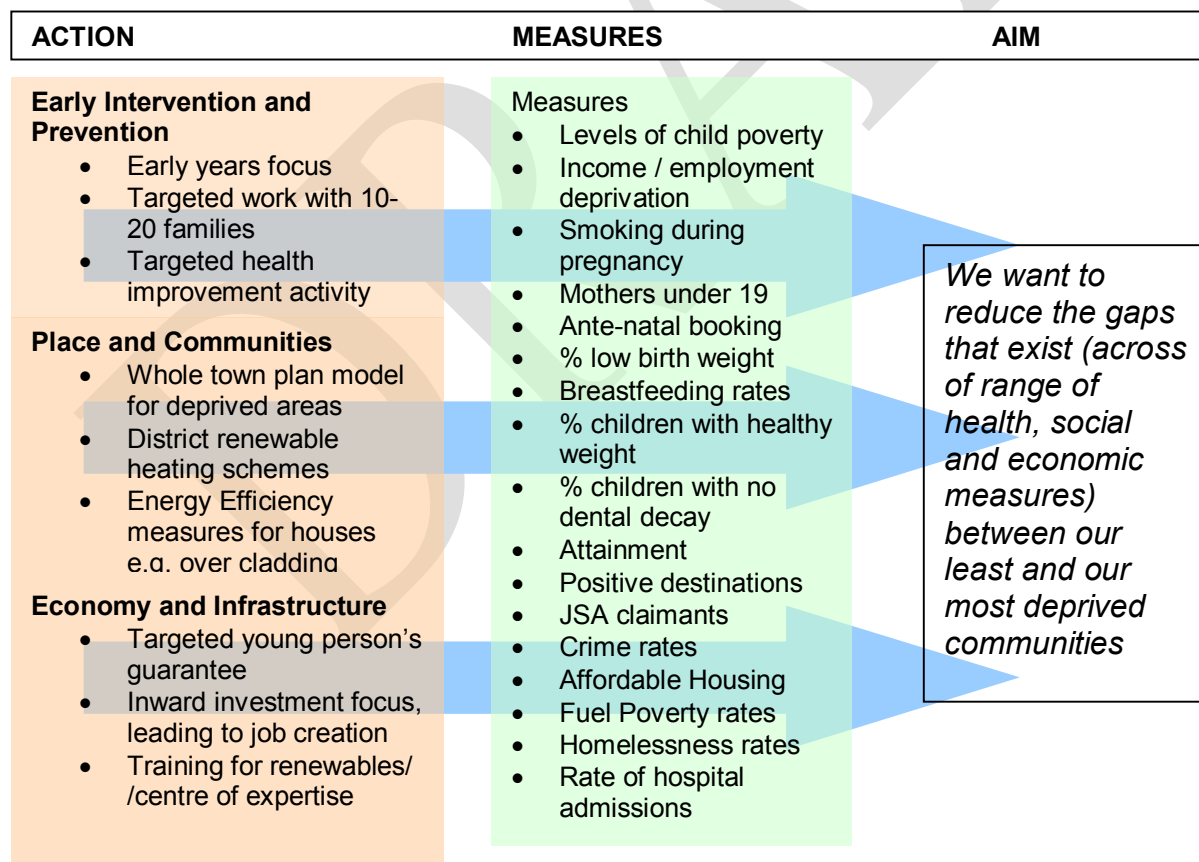
- Cross cutting programmes like *Welfare Reform* within the “Future Model of Public Service” theme will help mitigate the effect of reforms for our most vulnerable residents
 - As identified in the national Welfare Reform Update, Audit Scotland May 2013, SBC has integrated its welfare reform programme into the local community planning process under the theme of 'Future model of public service delivery'. This theme is managed by a joint delivery team comprising of senior executives from partner organisations and the council's Chief Executive.
 - Taking the community planning approach to tackling welfare reform is resulting a range of successful actions that mitigate against and help prevent the most damaging aspects of welfare reform having a negative impact on our most vulnerable communities. More details of our approach will be presented within the final Prevention Plan (Section 5)

The table below presents the key programmes that currently sit under each of our themes and will have a positive impact on the outcomes we are focusing on:

| Community Planning Theme | Key programmes |
|--|---|
| Early Intervention and Prevention Chair: Andrew Lowe, Director of Social Work (SBC) | <ul style="list-style-type: none"> • Early Years- redesign of the Locality Model for Early Years Services, including workforce development, and development of networks. Now includes Early Years Collaborative • GIRFEC- to fully roll out the Getting It Right For Every Child model with multi-agency partners in the Scottish Borders: • Adult Support and Protection- research into the prevention of harm to “at risk” adults living in the Scottish Borders. • Older People Reshaping Care- improving services for the over 75s to optimise independence and wellbeing for older people at home or in a homely setting. • Health Improvement- focus on alcohol and drugs, Healthy Living Network, suicide prevention, healthy weight • Physical Disability Strategy- development of a joint strategy to provide quality services that support the health and well-being of people with a physical disability |
| Place and Communities Chair: Glenn Rodger, Director of Education and Lifelong learning, (SBC) | <ul style="list-style-type: none"> • Whole Town plans- development of a model to bring together public bodies, communities, voluntary bodies and businesses to discuss and enhance the vitality and viability of towns and town centres in the Scottish Borders. • Community Safety- establishment of the Police, Fire and Rescue, and Community Safety Board to oversee local delivery, monitor progress and to scrutinise local plans • Community Resilience- three year programme which hopes to achieve a target of 50%, or 33 community councils, having Resilient Community Plans in place by October 2014. • Community Engagement/Development- development of a joint, strategic approach for more effective and meaningful engagement and capacity building |
| Economy and Infrastructure Chair: Rob Dickson, Director of Environment and Infrastructure, SBC | <ul style="list-style-type: none"> • Scottish Borders Economic Strategy 2023- development of a joint strategy and action plan • Low Carbon Economy- development of a joint strategy and action plan • Poverty and Social Exclusion- refresh of strategy • Land use and Strategic Infrastructure planning- ensure that the right infrastructure is in place to support future economic development and growth, as well as future housing and transport requirements. • Borders Railway- ensuring that economic impact of the railway is realised • Tourism Strategy- ensure growth in a key sector • Broadband- delivery of next generation broadband across the Scottish Borders including within rural communities • Positive destinations and tackling youth unemployment- development of coordinated skills pipeline and maximisation of opportunities for young people. |

| Community Planning Theme | Key programmes |
|--|---|
| <p>Future Model of Public Service Delivery Chair: Tracey Logan, CEO SBC</p> <p><i>Note that this role is taken on by the Joint Delivery Team (explained further in Section 6)</i></p> | <ul style="list-style-type: none"> • Development of Third Sector and Communities- strengthen the involvement of the voluntary sector in the Scottish Borders Community Planning process and applicable programmes under each of the themes • Joint Resource Planning- determine the requirements of SBC and partners in order to establish joint resource planning, and redesign the way we work to provide more flexible responses and access to our services. • Joint Asset Planning- explore the delivery of a range of public services from one location that improves collaboration opportunities, and to determine the requirements of Community Planning Partners in order to provide appropriate accommodation for co-location purposes. • Welfare Reform- partnership programme to mitigate against the most damaging effects of welfare reforms for people in the Scottish Borders • Sustainable Transport- development of a range of innovative, integrated, value for money transport options for Scottish Borders residents, including links to Railway • Integration of Health and Social Care- ensure effective arrangements for local integration in the context of the Bill • Self Directed Support- ensure effective local delivery given this significant change, enabling people who are eligible for social care support to make choices about the support that they receive to achieve their identified outcomes. |

The Community Planning Strategic Board wishes to ensure that the work within each theme addresses its 3 key priorities and that this work is targeted on specific geographic areas where we know that outcomes for people are poor. The Board discussed a number of initiatives that it wishes to build upon in order that outcomes are improved for our most deprived areas and these have been presented below, adapting the Early Years Collaborative Improvement model



It is now the responsibility of theme leads to ensure that the necessary project mandates, with a clear focus on reducing inequalities, are prepared to turn these ideas into action on the ground that has a positive impact on people's lives, and that this impact is evidenced using the performance measures presented earlier in this SOA.

Performance Management

The Council, with community planning partners, is reviewing and building upon performance management arrangements so that effective performance management is applied in support of their commitments under this Agreement and in full accordance with the principles of Best Value. The need to develop and deliver on outcomes is seen by the Council and its community planning partners as the next stage in the evolution of performance management around community planning and has been highlighted as an improvement action within Audit Scotland's recent early Audit of Scottish Borders Community Planning (March 2013). The development of SOA3 provides a welcome opportunity for us to continue to drive this forward. As per the last SOA, SBC will co-ordinate the collation of performance information using its Covalent system.

Twice yearly reporting of progress within the Council and community planning partners will be a key part of our arrangements, which will allow us take corrective action throughout the year to ensure delivery of outcomes.

As well as the performance measures proposed under each of the 3 priorities, each community planning theme has its own set of performance measures that are used to track progress e.g. within the *Scottish Borders Police, Fire and Rescue and Safer Communities Board*, within the Welfare Reform programme and within the Early Years Collaborative. Some of these may be common to the performance measures within this SOA.

4. Local context for the National Outcomes and Scottish Government Priorities

As stated in Sections 1 and 3 of this SOA, we have decided to focus the efforts of the CPP at this time on a limited set of National Outcomes where we believe we can make a significant difference. However, there is a range of other well established strategic work ongoing that addresses the other National Outcomes and the Scottish Government's Policy priorities, as shown in the table below:

| National Outcome | Scottish Government Policy Priority | Community Planning Strategic themes | Community Planning Local Outcomes (from current/developing strategies) |
|--|---|--|--|
| <p>O1: We live in a Scotland that is the most attractive place for doing business in Europe</p> <p>O2: We realise our full economic potential with more and better employment opportunities for our people</p> <p>O3: We are better educated, more skilled and more successful, renowned for our research and innovation</p> | <p>Economic Growth and Recovery</p> <p>Employment</p> | <p><i>Economy and Infrastructure</i></p> | <p>Scottish Borders Economic Strategy 2023 By 2023 the Scottish Borders will be amongst the best performing and most productive rural economies in Scotland. By supporting existing businesses and encouraging higher value economic activity, our quality of life will increase. The Borders will become a location of choice for growing businesses and for people to live and work.</p> <p>Low Carbon Economic Strategy(2013 draft) The future direction of the Scottish Borders will be that of a resilient, low carbon economy, offering a thriving and forward thinking region to its residents and businesses.</p> <p>Scottish Borders Skills Priorities 2011 Everyone in our area has the opportunity to become an effective contributor to our economy and to our society. We will ensure that relevant and appropriate skills are developed in our young people and in our workforce and that these skills are productively used by our businesses and employers.</p> |
| <p>O4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p> | | <p><i>Economy and Infrastructure</i></p> | <p>Scottish Borders Children and Young People's Services Plan 2012-2015 We will equally encourage children and young people to be ambitious for themselves. We will keep children and young people at the centre of everything we do and we will develop</p> |

| National Outcome | Scottish Government Policy Priority | Community Planning Strategic themes | Community Planning Local Outcomes (from current/developing strategies) |
|--|--|---|---|
| | | | <p>our services to support and empower them becoming:-</p> <ul style="list-style-type: none"> • Confident individuals • Effective contributors • Successful learners • Responsible citizens |
| <p>O5: Our children have the best start in life and are ready to succeed</p> <p>O6: We live longer, healthier lives</p> <p>O7: We have tackled the significant inequalities in Scottish society</p> <p>O8: We have improved the life chances for children, young people and families at risk</p> <p>O15: Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it</p> | <p>Early Years</p> <p>Outcomes for Older People</p> <p>Health Inequalities</p> | <p><i>Early Intervention and Prevention</i></p> | <p>Scottish Borders Early Years Strategy 2012-15 <i>Our vision is to break the cycles of poverty, inequality and poor outcomes in and through the early years for children and families within the Scottish Borders.</i></p> <p>Healthy Living Network Programme (ongoing) <i>Address inequalities and those with the poorest health outcome and create environments that promote health</i></p> <p>Borders Physical Activity, Sport & Physical Education (PASPE) Strategy 2011 <i>The Scottish Borders is a place where individuals and communities can get involved in a range of purposeful physical activities for enjoyment, health and well being, and they stay involved to reach their full potential'.</i></p> <p>Borders Alcohol and Drug Partnership Strategy 2012-2015 <i>A commitment to tackling drug and alcohol related problems in Border ensuring an emphasis on prevention and early intervention (including children affected by parental substance misuse) and strengthening of recovery orientated care for those already experiencing problems.</i></p> <p>Scottish Borders Council Local Housing Strategy 2012-17 <i>Every person in the Scottish Borders has a home which is secure, affordable, in good condition, energy efficient, where they can live independently and be part of a vibrant community</i></p> <p>Fuel Poverty Delivery Plan 2013-2016 <i>Tackle issues of Fuel Poverty to alleviate issues of fuel poverty wherever possible.</i></p> <p>Tackling Poverty & Financial Inclusion Strategy 2013-2018 (draft) <i>Address issues of both financial exclusion and poverty of opportunity to assist those most disadvantaged.</i></p> <p>Scottish Borders Employment Support Strategy <i>Tackles and addresses issues for those individuals furthest from the employment market to access paid sustainable employment.</i></p> <p>SBC Equalities Scheme and Outcomes(2013 draft) <i>We seek to embed equality, diversity and human rights into all Scottish Borders Council services, functions and business, enabling the organisation to demonstrate its explicit commitment to equality, diversity and human rights and the positive actions associated.</i></p> <p>NHS Borders Single Equality Scheme and mainstreaming implementation plan (draft) <i>We are committed to tackling health inequalities and mainstreaming equality, diversity and human rights through NHS Borders policies, services and functions. This will be done in partnership through the community planning process where appropriate.</i></p> <p>Reshaping care for older people programme (ongoing) <i>Improving services for the over 75's to optimise independence and wellbeing for older people at home or in a homely setting.</i></p> <p>Older Peoples Joint Commissioning Strategy 2013-2023 <i>The strategy proposes an approach to dealing with the future delivery of services given the challenges of a growing</i></p> |

| National Outcome | Scottish Government Policy Priority | Community Planning Strategic themes | Community Planning Local Outcomes (from current/developing strategies) |
|--|---|---|--|
| | | | <i>elderly population, including an increase in long term conditions, in a way that is consistent with what older people want.</i> |
| <p>O9: We live our lives safe from crime, disorder and danger</p> <p>O10: We live in well-designed, sustainable places where we are able to access the amenities and services we need</p> <p>O11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others</p> <p>O12: We value and enjoy our built and natural environment and protect it and enhance it for future generations</p> <p>O13: We take pride in a strong, fair and inclusive national identity</p> <p>O14: We reduce the local and global environmental impact of our consumption and production</p> | Safer Communities and offending | <i>Place and Communities</i> | <p>Safer Communities Plan 2012-2015 <i>The Scottish Borders is the safest place to live, work and visit in mainland Scotland.</i></p> <p>Scottish Borders Local Development Plan(2013 draft) <i>In 2024 the Scottish Borders will continue to be an excellent place in which to live and work, with improved job opportunities, housing availability and connectivity. Development will be sustainable and meet the challenges of a changing climate. The built and natural environment will continue to be high quality and support economic development and provide for recreational and leisure activities</i></p> <p>Scottish Borders Council Local Housing Strategy 2012-17 <i>Every person in the Scottish Borders has a home which is secure, affordable, in good condition, energy efficient, where they can live independently and be part of a vibrant community</i></p> <p>Scottish Borders Economic Strategy 2023 <i>(As previous)</i></p> <p>Local Biodiversity Action Plan <i>Our vision of the future landscape includes the restoration of habitats and species recently lost from the Scottish Borders. Where intensive land management has been particularly damaging to biodiversity, the patterns and methods of management will have been adapted to allow wildlife to return. Native species lost through habitat deterioration or destruction will have been re-introduced where possible.</i></p> <p>Low Carbon Economic Strategy(2013 draft) <i>(as previous)</i></p> |
| O16: Our public services are high quality, continually improving, efficient and responsive to local people's needs | Christie Commission Report-recommendations Audit Scotland Report on Community Planning | Future model of Public Service Delivery | <p>Scottish Borders Council Corporate Plan 2012/13 – 2017/18</p> <p>NHS Borders Local Delivery Plan 2013</p> <p>Scottish Borders Community Planning Audit-Improvement Plan</p> <p>Police Scotland Scottish Borders Local Policing Plan 2013-14</p> <p>Scottish Borders Local Fire and Rescue Plan 2012</p> <p>Other Partner Corporate and Business plans</p> |

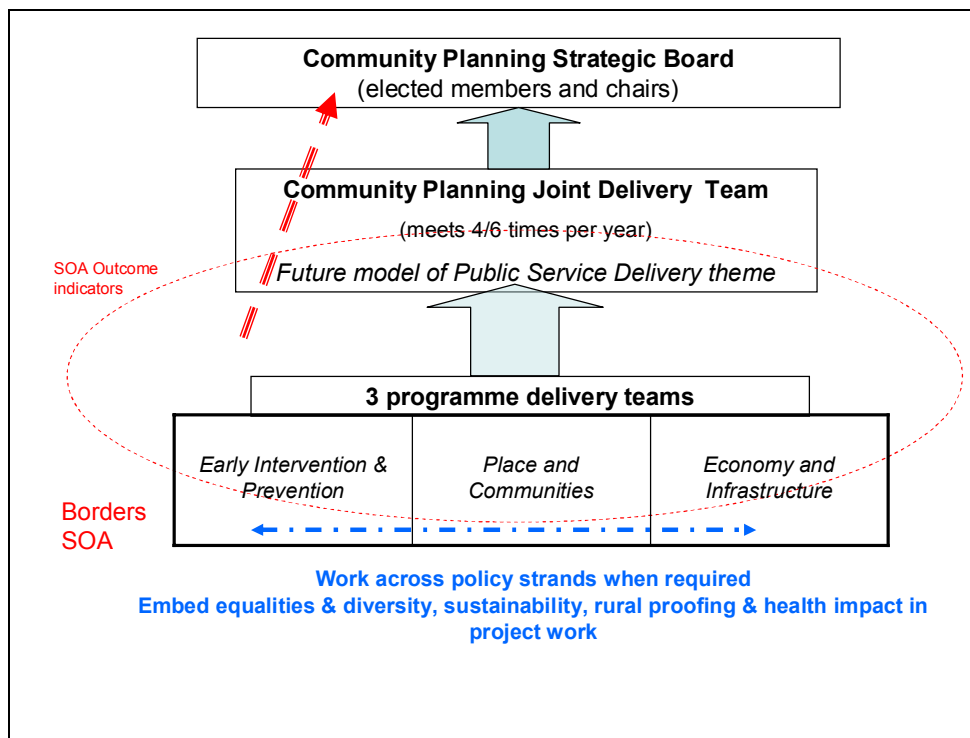
5. Prevention

The SOA Guidance clearly states that SOAs should include a specific plan for prevention which “demonstrates commitment to the approach extending beyond the Change Funds” and quantifies resources allocated to prevention. Through our community planning arrangements and the “Early Intervention and Prevention” theme we have demonstrated that we are absolutely committed to this agenda but appreciate that the Scottish Government wants to see a clear understanding of what partners are collectively *doing* and *spending* on prevention.

In addition to the focused approach we have presented in Section 3 of this SOA, the Community Planning Joint Delivery Team has instigated a piece of work which firstly focuses on the 6 Scottish Government policy priorities and is collecting a range of prevention activity across the 6 policy priorities. A table is being prepared for each of the 6 policy priorities, along with additional performance measures where applicable e.g. in relation to Older People, Community Safety, Early Years etc. **A working draft is attached at Annex 1 and will be finalised for end June.**

6. Our Governance and Community Planning Partnership arrangements

The Community Planning Partnership has recently undergone a significant review and believes it is now better placed to deliver on outcomes for communities. A clear focus has now been placed on four strategic themes (each led by a director of Scottish Borders Council) and a Chief Officers' Joint Delivery Team will ensure that work is progressing and any blockages are addressed. A Community Planning Strategic Board has been formed and is now a formal part of the Council's Scheme of Administration and partners have been encouraged to consider similar governance arrangements. Our revised community planning arrangements are shown below. The Strategic Board will be responsible for signing off the SOA.



Ongoing development of the CPP

We believe that this first draft is an important step in taking a much more focused approach to our partnership priorities. However, the successful delivery of the Agreement is dependent on ensuring that:

- our priorities are shared across the partnership; and
- our resources are then focussed around its outcomes.

The final SOA will be a key part of our performance management and financial planning processes over the coming years.

We are also preparing an Improvement Plan in response to the recent Audit Scotland report on Community Planning and see this as an important part of our ongoing development and improvement agenda. The Improvement Plan is structured under 5 headings, each being sponsored by a chief officer from within the CPP:

- Strategic direction and leadership: Tracey Logan Scottish Borders Council
- Performance Management: Calum Campbell, NHS Borders
- Use of Resources: David Robertson, Scottish Borders Council
- Governance and accountability: Liz McIntyre, Borders College
- Community Engagement: Morag Walker (Third Sector), John Mallin (Scottish Fire and Rescue), Andy Clark (Police Scotland)

7. Public Reporting

The Council and its community planning partners will publish annually a comprehensive report on the delivery of the outcomes within the Agreement. This will be supplemented by in depth focussed reporting throughout the year on particular aspects of the Agreement. Our public reporting on the Agreement will have full regard of the requirements under the Equalities Act. We will also use the Council and partner website to report on SOA progress.

8. Equalities and Diversity

Equality and Diversity is seen as an integral component within our new community planning structure. Our Community Planning Partners include NHS Borders, Police Scotland, Borders College, Scottish Fire and Rescue Service and the Third Sector.

Equality Leads from across the partners have come together to form a Community Planning Partnership Equality Group. Under the new structure the Equality Group support and scrutinise the programmes of work within the Community Planning themes. This will ensure that equalities work is being mainstreamed, progress towards equality outcomes is being made and equalities best practice is being shared across the programme boards. The Group will also raise equality and diversity issues to the programme boards as appropriate.

The Community Planning partners have agreed to share a mutual set of Equality Outcomes- see table below. This is in recognition that we share common, issues and aims and that through working together to achieve our outcomes we are more likely to make a greater difference for the communities we serve. SBC has developed a set of Performance indicators for these outcomes and can be viewed at

http://www.scotborders.gov.uk/downloads/download/1712/equality_report_and_outcomes_2013-2017

| Our Equality Outcomes | |
|--|---|
| 1. We are seen as an inclusive and equal opportunities employer where all members of staff feel valued and respected and our workforce reflects our community. | 5. Our citizens have the freedom to make their own choices and are able to lead independent, healthy lives as responsible citizens. |
| 2. Our services meet the needs of and are accessible to all members of our community and our staff treat all service users, clients and colleagues with dignity and respect. | 6. The difference in rates of employment between the general population and those from under represented groups is improved. |
| 3. Everyone has the opportunity to participate in public life and the democratic process. | 7. The difference in educational attainment between those who are from an equality group and those who are not is improved. |
| 4. We work in partnership with other agencies and stakeholders to ensure that our communities are cohesive and there are fewer people living in poverty. | 8. We have appropriate accommodation which meets the requirements of our diverse community. |

9. Community Engagement

To ensure that our priorities are agreed as a result of wide engagement, we are currently engaging with community planning partners, various CPP theme groups, and the third sector on the priorities, using the evidence presented in the Strategic Assessment. This should ensure that priorities are shared across the CPP, something we believe to be extremely important if the SOA is to be meaningful to us.

Each of the key joint strategies presented in Section 4 have been consulted on widely during their evolution and are the result of effective partnership working. The Scottish Borders Economic Strategy 2023 is currently in the final stages of consultation involving a range of partners including the private sector.

A Third Sector Community Planning Event was held on Thursday 16th May which gave the CPP an opportunity to discuss our CPP arrangements in detail, the strategic assessment and the priorities and the Third Sector's contribution to these priorities. This is the first stage in a process that will be developed through the "Community Engagement/Development" programme within our Place and Communities theme, and the "Development of Third Sector and Communities" programme within our Future Model of Public Service Delivery theme (see Section 6).

For more details in relation to this SOA, contact:

Sarah Glendinning
Strategic Policy Unit, Chief Executive's Department
Scottish Borders Council
Tel: 01835 826542
Email: sglending@scotborders.go.uk