

**ACHIEVING MORE TOGETHER IN
MORAY**

**“A HEALTHIER, MORE PROSPEROUS
AND FAIRER MORAY”**

MORAY COMMUNITY PLAN

MORAY COMMUNITY PARTNERSHIP

**SINGLE OUTCOME AGREEMENT
2013-2016**

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EXECUTIVE SUMMARY

The Scottish Government and the Christie Commission recognise that reform of public services is essential in the face of financial and demographic challenges and the inequalities of outcomes. The challenge for the review of community planning and the Single Outcome Agreement is to create the conditions which ensure that community planning partnerships do not focus on outcomes at the margins of mainstream. Instead, it is increasingly important that Partnerships come together for and with communities to improve outcomes by focusing on place, prevention, partnership integration and performance improvement.

Our Single Outcome Agreement is based on six local outcomes. These reflect strongly the Scottish Government's national outcomes. There are a number of these in the national outcomes which the Moray Community Planning Partnership recognises as overlapping themes which are integral to the delivery of all local outcomes.

The overarching aim of our Single Outcome Agreement is to provide the best possible outcomes by providing leadership for Moray through collaborative and partnership working to design and deliver better services. In order to create and sustain a better quality of life and opportunity for all Moray citizens the partnership has established the following outcomes:-

1. Healthier citizens.
2. Ambitious and confident children and young people.
3. Adults living healthier, sustainable independent lives safeguarded from harm.
4. A growing and diverse economy.
5. Employability and employment skills.
6. Safer Communities

Our public services have at the core a set of values which aim to promote and deliver positive outcomes, foster resilient, resourceful and dynamic communities and tackle inequalities. In particular, public services in Moray aim to:-

- Play a key role in developing and maintaining a buoyant local economy.
- Provide sustainable community, business and cultural infrastructure.
- Improve and protect the environment.
- Ensure security and community safety.
- Promote health and wellbeing.
- Foster community and individual learning and attainment.
- Protect and support the vulnerable and those in need.
- Empowerment of the community to work in partnership to help shape the places and community in which we live.

The partnership can provide a strong assurance that it is working closely towards the delivery of the outcomes and targets set out in the agreement. The community planning arrangements will ensure that partners are jointly accountable for

performance and identify areas for improvement that will then be taken forward to ensure that the outcomes and targets set out are delivered.

1. WHAT WE ARE GOING TO DO TO MAKE MORAY HEALTHIER, MORE PROSPEROUS AND FAIRER

Introduction

- 1.1 The potential for change highlighted by the Christie Commission and Scottish Government recognised that reform of public services is necessary in the face of financial and demographic challenges and the persistence of inequalities of outcome. The challenge for the review of community planning and Single Outcome Agreements is therefore to create the conditions which ensure that community planning partnerships do not focus on outcomes at the margins of mainstream but come together for and with communities, to improve outcomes through a focus on place, a preventative approach, partnership integration and performance improvement.
- 1.2 Scottish Government and COSLA have provided a genuinely ambitious starting point by placing community planning at the apex of public service reform.
- 1.3 By recognising and working with the relative strengths, abilities and capacities of the range of partners in Moray; being clear where to collaborate and where to integrate the effectiveness of partnership working will be maximised, power and resources shared and outcomes resourced.
- 1.4 The focus of this plan is early intervention, anticipating and intervening wherever possible. The partnership is clear in where it is trying to intervene and for whom; has a bias for prevention and how it works for people and communities at all stages in life – not just the early years.
- 1.5 The refreshed Single Outcome Agreement aligns to the four pillars of public service reform arising from the Christie Commission which are:
 1. A decisive shift towards prevention;
 2. Greater integration of public services at a local level driven by better partnership, collaboration and effective local delivery;
 3. Greater investment in the people who deliver services through enhanced workforce development and effective leadership; and
 4. A sharp focus on improving performance, through greater transparency, innovation and use of digital technology.

Outcomes

- 1.6 The overarching aim is to provide the best possible outcomes by providing leadership for Moray through collaborative and partnership working to design and deliver better services.
- 1.7 This agreement is therefore based on six local outcomes. These reflect strongly the Scottish Government's national outcomes. There are a number

of themes in the national outcomes which the partnership recognises as overlapping themes which are integral to the delivery of all local outcomes. (See appendix 1 – *The Strategic Context: National and Local Ourcomes*)

1.8 In order to create and sustain a better quality of life and opportunity for all Moray citizens the partnership has established the following outcomes:-

1. Healthier citizens.
2. Ambitious and confident children and young people.
3. Adults living healthier, sustainable independent lives safeguarded from harm.
4. A growing and diverse economy.
5. Employability and employment skills.
6. Safer Communities.

1.9 Achievement of these outcomes requires the following priorities to be addressed:-

1. Healthier citizens
 - Obesity
 - Smoking
 - Sexual health and blood borne viruses
 - Alcohol dependency
 - Mental health and wellbeing
2. Ambitious and confident children and young people
 - Getting it right for every child (GIRFEC)
 - Early years
 - Achievement and attainment
 - Achieving our potential
3. Adults living healthier, sustainable independent lives safeguarded from harm
 - Self-directed support
 - Reshaping Care of Older People
4. A growing and diverse economy
 - Moray Economic Strategy
 - Transport and infrastructure
 - Housing/homelessness
 - Carbon management
 - Broadband and mobile
5. Employability and employment skills
 - Positive destinations
 - Opportunities for All
 - Community learning and development
6. Safer Communities

- Child protection
- Living in safer communities
- Reducing Reoffending
- Fuel poverty
- Adult protection

1.10 Our public services have at their core a set of values which aim to promote and deliver positive outcomes, foster resilient, resourceful and dynamic communities and tackle inequalities. In particular, public services in Moray aim to:

- Play a key role in developing and maintaining a buoyant local economy.
- Provide sustainable community, business and cultural infrastructure.
- Improve and protect the environment.
- Ensure security and community safety.
- Promote health and wellbeing.
- Foster community and individual learning and attainment.
- Protect and support the vulnerable and those in need.
- Empowerment of the community to work in partnership to help shape the places and communities in which we live.

Governance

1.11 Good governance arrangements will provide the supporting framework for the overall delivery of the Single Outcome Agreement and will ensure openness and transparency. Performance management will allow the partnership to monitor progress against the commitments to deliver the outcomes. Public performance reporting will show the impact of the organisations' activities, with clear links between the activities and what outcomes are being delivered to the community and other stakeholders.

1.12 Good governance provides an assurance that the partnership has a suitable focus on continuous improvement and quality. The Single Outcome Agreement Outcome Delivery Plan 2013-14 sets out the activity which will be undertaken to support the delivery of the outcomes.

2. THE ISSUES FOR MORAY

Health Improvement

2.1 Encouraging all of our citizens to take active responsibility for their health and wellbeing and provide services that support them in being healthier is a key issue. Obesity, sexual health and blood borne viruses, smoking, mental health and wellbeing and alcohol dependency have been identified as priority issues. In particular people drinking over the recommended limits and alcohol dependency in Moray which impacts on health and social problems are significant issues.

- 2.2 In Moray obesity is increasing in both adults and children. In 2010-11, Moray ranked 7th highest in Scotland for the percentage of P1 children reviewed who were overweight, obese or severely obese at 24.8% compared to the national average of 21.4%.
- 2.3 Sexually transmitted infections are rising coupled with worsening awareness of sexually transmitted infections within school aged children. Grampian is ranked joint 4th highest in Scotland for the rate per 100,000 of new diagnoses of Hepatitis C, and ranked 2nd highest for those sufferers who are aged less than 40 years. In Grampian, 55% of HIV infected persons where the probable route of transmission was heterosexual intercourse compares to 36% nationally.
- 2.4 In Moray, the level of sexual activity is increasing combined with, in particular pupil groups, a reduction in the percentage of pupils using contraception. The rate of teenage pregnancy for under 18 age group is increasing at a greater rate than national rates as are the number of abortions in the under 20 age group.
- 2.5 There is a higher rate of smoking during pregnancy and lung cancer in females evident in Moray compared with that in the NHS Grampian area and Scotland nationally. There is also a lower smoking quit rate with Moray ranking 5th lowest in Scotland at 4.2% of quit attempts in 2010 as a percentage of estimated total smokers compared to the national average of 7.4%. Further, successful quits at one month in Moray was 2.1% of the percentage of estimated smokers compared to 2.9% in Scotland.
- 2.6 There are a variety of types of mental health issues present with 1100 people in Moray receiving the higher level of disability living allowance due to a mental health problem.
- 2.7 Increased rates in suicides in Scotland in recent years have been felt more significantly in Moray. Between 2001-2005 and 2006-2010 (age and sex standardised rates for five years moving average) the rate of suicides in Moray fell by 9% compared with a 7% fall nationally. There has however been a steady increase in the three year 'rolling average' number of suicides in Moray between 2006-2008 and 2008-2010 i.e. 2006-2008 = 11 suicides (average); 2007-2009 = 13 suicides (average); and 2008-2010 = 16 suicides (average).
- 2.8 20.3% of all discharges from hospital in Moray where an alcohol diagnosis was found were classed as being alcohol dependant; this is nearly twice the Scottish average of 11.4%. Nearly three quarters of discharges with an alcohol diagnosis were also diagnosed with a mental and behavioural disorder due to the use of alcohol. This ranks Moray as 17th highest of all the local authorities in Scotland.
- 2.9 20.9% of all general acute inpatients and day case discharges with an alcohol diagnosis also had an alcoholic liver disease, ranking Moray as the 4th highest of all local authorities in Scotland.

- 2.10 The proportion of 15 year olds who have reported ever having had an alcoholic drink in Moray is 10 percentage points higher than the Scottish national average. The number of 15 year olds in Moray who reported having drunk alcohol in the past week is also higher than the Scottish average.
- 2.11 During the past three years over a quarter of all serious and violent crimes in Moray were committed whilst the accused was under the influence of alcohol. Serious assault was the highest crime category with well over a third of all serious assaults being committed whilst the person was under the influence of alcohol.

Care and Support for Children and Young People

- 2.12 Improving the lives of children and young people through assessing and planning to meet their needs is a major issue for the care and support of children and young people. We are striving to continue to give all our children the best start in life recognising the right of all young children to high quality relationships, environments and services which offer a holistic approach to meeting their needs encompassing play, learning, social relationships and emotional and physical wellbeing. There is a need to be persistent in promoting integrated working and partnership between professionals and families, to provide the right help for the child at the right time.
- 2.13 The early years agenda is underpinned by Getting It Right For Every Child, which is founded on the principles of early intervention, through appropriate, proportionate and timely intervention, and ensures that our children, young people and their families have consistent, co-ordinated support, when they need it.
- 2.14 The Early Years Framework acknowledges that to deliver transformational change it will require an increase in resources to help make the shift from crisis driven, curative care to preventative and anticipatory care. The challenge is to make this happen in the face of demographic changes and rising demand for care. We will need to shift the focus from service provision as the main vehicle for delivery of outcomes to building the capacity of individuals, families and communities, and addressing the external barriers which they may face in seeking to maximise their life chances.
- 2.15 Pre-school occupancy levels have fallen despite an increase in the children eligible and places available.
- 2.16 In Moray, the percentage of children with additional support needs has risen across all stages of education with the proportion of pupils with a co-ordinated support plan above national levels.
- 2.17 In 2010, Moray had not met 2008 dental registration targets across all age groups, despite an increase in provision.

Care and Support for Adults

- 2.18 A key element of the redesign of adult community care services, which was undertaken in April 2012, was to ensure that the demands placed on the service from an increasing ageing population can be met. Nevertheless this changing demographic will continue to present a challenge to all partners for the foreseeable future.
- 2.19 The redesign proposals are intended to enable locally implemented integration of health and community care services to deliver better outcomes for patients, service users and carers. It will be important that, within the community planning partnership, partners beyond health and community care services are also fully and appropriately involved in planning and decision making within the partnership arrangements.
- 2.20 The impact of an ageing population and the policy direction to shift the balance of care for health and social care are key areas of concern to all partners. The Change Fund introduced by the Scottish Government is set to change how services are designed and delivered for older people to ensure their experience of care is improved. A key priority is the shift of spend from acute care to community care.
- 2.21 There needs to be continued progress in the development and redesign of older peoples' services across Moray in response to our increasing ageing population, health trends and changing public expectations.
- 2.22 By 2035 the Moray population is projected to increase by 10% (-1.9%) the same as Scotland (10%) but lower than Aberdeenshire (18.7%). However, the projected change in those of pensionable age is nearly three times (27%) that of the total population, slightly higher than nationally. This increases to 88% for the over 75 age group.
- 2.23 A joint commissioning plan which includes all partners across health (including primary and secondary care), social care (including housing), independent and voluntary sectors will inform the reshaping care for older people programme in Moray which aims to promote a culture of choice, independence and quality with older people in Moray: where they are supported to share responsibility for leading healthy, fulfilling lives in active communities that value them and respect them.
- 2.24 There is a need to address fuel poverty as far as is reasonably practicable particularly in relation to the owner-occupier and private rented sectors. The Scottish House Condition Survey has estimated that 35% of Moray households have difficulty in heating their home, and that 32% of Moray households are fuel poor – higher than the national figure (28%).
- 2.25 Between 2010-11 and 2011-12 wilful/deliberate fires increased by 75 wilful fires. Minimising home fires risk to the harder to reach and vulnerable groups as well as raising awareness of safety messages and delivery of diversionary

schemes as appropriate amongst the wider community has been identified as a priority area.

- 2.26 In Moray the need to meet Scottish 2020 road casualty reduction target is reinforced by the high proportion of male casualties aged 16-25 years involved in incidents occurring in rural roads.

Economic Growth and Diversification

- 2.27 Promoting sustainable economic growth and developing strong and confident communities is the responsibility of the partnership.
- 2.28 Making the local economy less reliant on publicly funded jobs is a major issue. The concentration in the food and drink sectors, comprises a strong manufacturing sector and some world leading brands, however the levels of pay are traditionally low. Therefore there is a need for diversification into higher value economic sectors.
- 2.29 Higher than average levels of economic activity, employment, self employment and low unemployment mask the effects of outward migration. The population of young people is relatively low and almost three quarters of those brought up in the area leave for work or education opportunities elsewhere. As a result the area has fewer students due to young people moving away from the area to access Higher Education.
- 2.30 While the appeal of the whisky sector and the area's landscape assets are clear, the tourism sector underperforms. There is an increasing outflow of retail and leisure spending to centres neighbouring Moray with investment in retail, leisure and civic infrastructure not keeping pace with Inverness and Aberdeen in particular. Other aspects of visitor infrastructure, accommodation, food, drink, retail, and other facilities need to be further developed to raise Moray's visitor profile.
- 2.31 In terms of the strategic road and rail network the accessibility should be improved. Land availability for business expansion is limited across all of Moray's key settlements.
- 2.32 There is also a need to expand accessibility to sustainable transport. High proportions of journeys to work are by car; 68% of all journeys to work in Elgin are less than 2km and 75% are less than 5km, more than one third of all car trips are for journeys of less than 3km. There is a potential to develop greener fuels for heavy vehicles.
- 2.33 The continuing lack of affordable housing in Moray impacts on the ability to provide both temporary and permanent accommodation – this includes a lack of affordable private rented housing as well as social rented housing. There is a need for 424 new affordable houses annually over the next 10 years.

- 2.34 The council has met the Scottish Government target in 2011-12 for the abolition of priority need but the shortage of affordable housing will place pressure on the council in providing permanent housing solutions to those households who become homeless. Where prevention is not possible early intervention and the “housing options” approach, which seeks to provide households with options other than a homeless application, will be used.
- 2.35 Moray Council achieves significant recycling performance but needs to sustain results in order to meet national targets. Meeting Government targets aimed at maximising recycling and composting, with minimal reliance on landfill and the balance of residual waste treated, are priorities.
- 2.36 Addressing the Climate Change agenda, meeting carbon reduction targets and capitalising on renewable energy sector opportunities remain priorities. However 2014 carbon emission targets are proving challenging. The potential offered by the renewable energy and other sectors as well as a coastal location are an advantage. To assist in this priority, Moray benefits from established engineering capacity and expertise to support Scotland’s development of a world-leading and diversified renewable energy sector.

Skills and Employability

- 2.37 Moray is considered well off; however there are groups and individuals who experience social exclusion. While the labour market is relatively tight, the availability of labour and appropriate skills are critical issues to businesses wishing to expand or locate in an area. There are a relatively low proportion of graduates in the Moray workplace.
- 2.38 Proportionally, Moray has slightly more employees than Scotland and the UK in the following graded categories: Skilled Trades Occupations, Process Plant & Machine Operatives and Elementary Occupations. Of these the single biggest occupational grouping is skilled trades due in large part to the RAF operations and the manufacturing base in Moray.
- 2.39 There are noticeably fewer employees in the Moray area in the “professional occupations” category compared with Scotland and the UK. Moray has the sixth lowest proportion of employees in this category of all local authorities in Scotland. However around 6,800 people live in the Moray area but commute out for work (approximately 40% to Aberdeen City, 23% to Aberdeenshire, 15% west to Inverness etc). These people are likely to have professional occupations and are contributing financially to the Moray area. Around 2250 people in-commute to Moray for work, with around 60% coming from Aberdeenshire or Aberdeen City and 33% coming from Highland.
- 2.40 In 2009 in Moray, 32.4% of employees were employed in management, professional and technical occupations compared with 41.1% nationally.
- 2.41 The proportion of 16-64 year olds in Moray with no qualifications has nearly halved and is now nearly 3% lower than nationally. The proportion of 16-64 year olds in Moray with an NVQ3 has increased by about 2.5% and is now

5.5% higher than Scotland. With the exception of NVQ2, the proportion of 16-64 year olds with each type of qualification has increased.

- 2.42 Despite the rise in the proportion of school leavers going on to positive destinations, this is not necessarily reflected in a corresponding reduction in school leavers needing support (Opportunities for All). This is because the proportion of school leavers whose destination is unknown has decreased over the period illustrated.
- 2.43 Over the last seven years, the percentage of school leavers going on to positive destinations shows a rising trend. In Moray there has been a net increase of 4% from 84% in 2004/05 to 88% in 2010/11, the same as our comparator authorities. However, nationally over the same period there was a rise of 6%.
- 2.44 A closer look at the particular positive destinations of Moray's young people shows a rise in the proportion going into Higher Education in 2010/11, partly offset by a drop in the proportion going into employment. The proportions entering all other positive destinations have remained steady.
- 2.45 The level of NEET school leavers in Moray has fallen by 1% from 2004/05 to 2010/11, the same as in our comparator authorities. Nationally over the same period there was a reduction of 2%
- 2.46 The number of 15-19 year olds leaving Moray is considerably greater than the number entering, resulting in a net loss of young people from Moray. Although the net figure has reduced over the last 10 years, there still remains a net outflow of young people from the area. In contrast the majority of other age groups have shown a net inflow every year since 2001/02.

3. WHEN WE ARE GOING TO DO IT

- 3.1 The range of activities to be selected to deliver these six outcomes will be designed, chosen, prioritised and reflected in the partnership's Single Outcome Agreement Outcome Delivery Plan 2013-14 (*see separate document*) and Partnership Work Programme 2013-14 (*see appendix 2 Partnership Work Programme*). This will require consideration of:-
- The activities to be undertaken;
 - Who will be responsible for each activity;
 - Activities supporting delivery of the outcome;
 - The indicators that will be used to monitor progress of each action; and
 - Specific targets/milestones.
- 3.2 This will include a clear statement of what the anticipated outcomes and achievements will entail. In terms of good practice, rather than having monitoring and evaluation as an afterthought, these will be considered from the outset. This will help partners clarify what they are seeking to achieve.

4. WHO IS GOING TO DO WHAT

- 4.1 There are a number of organisations who will support the Community Planning Partnership in delivery of the outcomes as full list of the organisations and focus is listed at the end of this document. (see *appendix 3 – Who is going to do what – Organisational table*)
- 4.2 The list of organisations is not exhaustive and is likely to shift depending on local circumstances and the nature and scale of the outcome and the related activities, programme or work stream being undertaken.

5. WHAT THE PARTNERSHIP WILL DO

- 5.1 **Understand Moray:** The partnership must be effective in mobilising the knowledge and resources of all relevant local and national agencies to develop a clear and evidence-based understanding of local needs and opportunities, underpinned by robust and relevant data, and be capable of monitoring this over time to drive and demonstrate continuous improvement. Responsiveness to local circumstances, but within the context of the National Performance Framework and appropriate national requirements and standards, must be at the heart of community planning and Single Outcome Agreements. Instead of labelling particular areas and people as a problem the partnership's approach will be to ask what makes Moray good, where do the opportunities lie and what expertise and skills do people have?
- 5.2 **Community Engagement:** The views of local people will have shaped the agreement through the Moray Citizens' Panel. The panel's views will have shaped the way priorities are addressed by understanding the attitudes and willingness of the community to embrace the changes required by them while recognising the partners limitations to solve priorities in isolation.
- 5.3 The Moray partnership has developed a Community Engagement Strategy which sets out key principles that the partners will follow whenever it is engaging with local people. This is based on an in-depth process of engagement with community groups and partner staff with a remit for community engagement. To deliver on this strategy the council will support both staff and community groups to have the skills, confidence and knowledge to undertake and participate in engagement effectively. This approach will demonstrate where and when local people have a real influence on service design and delivery.
- 5.4 **Plan for outcomes:** The partnership must translate this understanding into genuine planning for places that recognises the particular needs and circumstances of different communities, and that provides clear and unambiguous joint prioritisation of outcomes and improvement actions.

We recognise that public services are most effective when they work together in an integrated way. Services which are more integrated are also easier for people to understand, access and use and by being designed around the needs of our local people and their communities, are more efficient to deliver.

The design of our services needs to reflect this and any drive for further services transformation locally must therefore address the issues of both integration and locality.

The aim of the community planning partners is to lead on the delivery of better outcomes for the people of Moray by supporting transformational initiatives that work across traditional boundaries, that pool resources and staff where appropriate and practice and engage with the public as an increasingly single public services. This work will be formally recognised as our Area Based Review which is an ongoing approach to community planning and showing what will be different for communities in 10 years.

- 5.5 **Deliver outcomes:** The planning process must translate into hard-edged delivery of outcomes and achieve appropriate public service integration in pursuit of those priority outcomes. To achieve that, the partnership must have a clear understanding of respective partner contributions, how total resources will be targeted to deliver the priorities, and how partners will be held to account for delivery. Delivering effectively will also require investment in the people who deliver services through enhanced workforce development and effective leadership.

Supporting the delivery of outcomes, the partners will develop an understanding of the total resources available to the community planning partnership especially focusing on ways which promote prevention, early intervention and the reduction in inequalities. This work will be captured in our Community Planning Partnership Resources Plan.

Additionally, the partnership will focus on prevention by understanding what the partners are collectively doing and spending on preventive interventions across all services and partners. Our Prevention Plan will demonstrate our commitments to the preventative approach which will extend beyond the Change funds and into mainstream services.

6. HOW THE PARTNERS WILL WORK TOGETHER

- 6.1 The unique responsibilities of the partnership demand strong governance and accountability arrangements. The partnership must be genuine boards with all the authority, behaviours and roles that implies for them and their constituent partners. They must have appropriate resources to support the structures. The partnership must hold all partners to account both for their contribution to local planning and the delivery of those plans – joint and collective accountability, with clear stated responsibility for delivery.
- 6.2 Partnership working is embedded strategically and operationally across Moray. The partnership has a clear focus on outcome delivery through the agreement. The partnership has emphasised the importance of leadership for the community. In addition they are committed to and understand the value of partnership working, with common purpose, where it has real impact on services for individuals. Further the partners recognise that working with the community, for the community to involve them in the ambition and expectation

for Moray to improve quality of life is the best way to deliver the best outcomes for local citizens.

- 6.3 The Moray community planning partners are also very committed to working in partnership with their neighbouring authorities (Highland, Aberdeen City and Aberdeenshire Councils) to share resources, experience and learning.
- 6.4 The focus will be on delivering change for Moray through services based on early intervention and prevention, working in partnership where this adds value. The partnership continues to have a significant focus on how it will deliver the agreement and the role of the wide range of statutory and non-statutory partners in this. In order to support these commitments the community planning partnership reviewed its structure.

Structure

- 6.5 **Organising for Outcomes:** The partnership must have structures that reflect its local circumstances. The partnership does not have to take direct responsibility for delivery of outcomes or integration of services where specific fit-for-purpose arrangements are already in place or are being developed. However the partnership must have strategic oversight of such arrangements and be satisfied that they are robust, appropriately joined-up and genuinely drive performance improvement.
- 6.6 As part of the revision for this agreement, the partnership carried out a review of partnership working arrangements to ensure they were fit for purpose and capable of delivering the cross cutting agenda and outcome focused approach. The review focused on making the best use of limited resources by partners including both financial and staffing resources. The review resulted in the removal of the strategic theme groups by delegating the remit for the agreement outcomes directly to partnerships who are generally focusing on these areas already. The mechanisms for this approach are:
- i. **Streamlined decision-making-** These are simple and transparent arrangements for making decisions across the partnership removing duplication and unnecessary bureaucracy.

The strategic body was identified as providing leadership and direction across public services in Moray. There was a clear emphasis on collective responsibility, holding partners to account and appropriate, authoritative representation on the various elements of the community planning structure.

It was considered necessary for the strategic body to be supported by an operational or tactical level. This tactical level would be needs-driven and some elements may be time limited.

- ii. **Outcomes delivery:-** This is where officers from across the partnership work together to co-ordinate their efforts, to ensure they meet set goals and deliver outcomes.

The partners are committed to delivering the outcomes in the agreement, and have an outcome delivery plan which details the partners' contributions to the agreement priorities. This plan demonstrates the steps we are taking to achieve the high level strategic priorities in the agreement.

- iii. **Performance and accountability:**– This is where the statutory Community Planning Partners come together to review progress, assess performance and provide direction to the outcome delivery. They report performance and improvement actions to elected members, relevant partners' boards or committees and the community through the Moray community planning website (www.yourmoray.gov.uk).

Political oversight is a key element in accountability. Local elected members must exercise oversight and formal accountability through their involvement in community planning partnerships and must exercise joint oversight and ensure accountability with the Scottish Government through the agreement. The Scottish Government must hold national agencies to account for their contribution to community planning and agreements.

- iv. **Engagement Seminars and Communication Plans:**- These are where partners share information more efficiently and for partners to exchange good practice on community engagement. It is also where messages about the partnership are communicated to a wider audience.

Community engagement is an important aspect of community planning and will continue to evolve as the partnership matures. Effective engagement will take many forms including area forums, community councils, citizens panel, equality forum and a range of other community based groups. In addition the partners are committed to holding two seminars per year to exchange good practice and raise awareness of community engagement through the work of the Community Engagement Group.

Information from the partnership should support listening to, learning from and understanding each other. This requires tailored communication that is just enough, just in time and to the right people. Communication should emphasise success and achievement with a whole partnership focus. Use should be made of email, internet, and social media to maximise use of technology while managing risks. Sign posting and links will be placed on partner websites.

- 6.7 In terms of structure, there was agreement that this needs to focus on removing structural barriers and enabling delivery of the priorities. The structure for community planning needs to be as straightforward as possible with the minimum number of layers and groups necessary. (*see appendix 4 - Partnership Structure*)

Partner roles and Focus

- 6.8 All partners' relevant key delivery strategies and plans, which underpin the agreement, are referenced in the partnership structure.

7. COMMITMENT TO DELIVERY

- 7.1 The partnership can provide a strong assurance that it is working closely towards the delivery of the outcomes and targets set out in the agreement. The community planning arrangements will ensure that partners are jointly accountable for performance and identify areas for improvement that will then be taken forward to ensure that the outcomes and targets set out are delivered.
- 7.2 Moray Council and the partnership have a number of mechanisms in place to ensure the services we deliver are effectively contributing to the agreed outcomes and that we can account for our performance to our citizens and the Scottish Government. The Partnership will do this through systems related to:
- Governance
 - Managing performance
 - Reporting performance
 - Action plans for addressing poor performance
- 7.3 Moray has a mature partnership and good experience in working in partnership that is underpinned by established relationships and rooted in a strong culture of co-operation, support and consensus. The partnership arrangements demonstrate that levels of trust are high and partnership working is deeply embedded at all levels in Moray.
- 7.4 The introduction of the agreement led to a review of partnership arrangements to ensure that they were fit for purpose in delivering outcomes for local people. The arrangements became more streamlined with responsive decision-making arrangements. The arrangements balance the input and involvement of partners with the democratic accountability and scrutiny roles of elected members.

Partner involvement

- 7.5 Partners work closely together and, where possible, involve each other at the very earliest stages of policy or service development processes. Under the revised community planning working arrangements partners agree their input and individual position or level of support as part of the normal development process.

Democratic accountability

- 7.6 Democratic accountability is an essential element of community planning. Once partners have agreed their position and input, the lead executive officer will report to the community planning board, the community planning senior executive officers group, policy and resources committee, service committees as appropriate and the scrutiny committee, audit and performance review committee.

8. HOW WE WILL MEASURE SUCCESS

Managing Our Performance

- 8.1 Performance management has been fundamental to the sound decision-making of the community planning partnership. A review of current performance management arrangements has taken place to keep pace with a rapidly changing national and local policy agenda. This new agreement has implications for the way we manage performance internally to ensure we deliver on outcomes. The review took these issues into account to deliver arrangements for managing performance in terms of achievements, speed, quality of service and continual improvement, that are robust, fit for purpose and outcome-focused.
- 8.2 The council operates a computerised performance management system, Covalent, to record and monitor the partnership's performance. This system will be used to track progress against the outcomes.
- 8.3 A risk register will be in place to manage risk across all areas of business. In developing this, and in particular the targets, the potential risks and challenges for relevant services – in terms of funding, policy or demographic socio-economic issues affecting our population – will be considered to ensure our targets, while demonstrating sufficient stretch, are also achievable under current conditions.
- 8.4 Arrangements will be in place to review performance and progress towards outcomes by producing a mid-year position statement on progress towards the Single Outcome Agreement and community plan outcomes to ensure that this is on track to deliver on its commitments.

Reporting on Our Performance

- 8.5 Accountability and openness are at the heart of everything the partners do. Monitoring performance helps us to understand how we are currently performing and where there is scope for further improvement. To do this, we collect information about performance and report this at mid and year end points, usually in November/December and June/July. We will also assess performance and customer engagement to inform areas for improvement.
- 8.6 Our performance reports show how each priority is performing and include information on performance indicators, Single Outcome Agreement indicators, Outcome Delivery Plan activities and financial performance, where appropriate. (*see appendix 5 – Performance Management Framework*)
- 8.7 The performance management methodology cascading from the revised partnership priorities are:

Effective planning - taking account of strategic assessments and priorities.
Sound base data – from which to measure change.

Process measures – milestones, to demonstrate progress towards the outcomes, measure pace and enable corrective intervention, if required.

Reporting and challenge – to hold partners to account against commitments; reporting on exception basis.

Focused outcomes – few in number, based on priorities to assess whether change delivered and required results achieved.

- 8.8 The Moray Community Planning Partnership places a high priority on strong performance management frameworks to monitor progress, and to provide a sound evidence base for reporting to the Scottish Government and to our local residents.
- 8.9 In Moray the local menu of indicators, developed by the Improvement Service in consultation with local and Scottish Government has been used to provide the performance measurement framework for the outcomes for the agreement. Locally developed indicators have also been included, where relevant. In addition the partnership has used the strategic assessment process to identify the priorities for this agreement.
- 8.10 The targets that underpin the Agreement must be meaningful, and therefore realistic, articulations of how performance will improve and by how much. A robust analysis of all local indicators will be undertaken to identify targets that are based on past trends comparisons with peer authorities and take account of service challenges and risks. As such these targets are realistic assumptions behind the targets.
- 8.11 In discussions with Scottish Government end targets will be identified and developed for appropriate indicators.
- 8.12 Finally, accountability and openness are at the heart of everything the Partnership does. We are committed to the provision of balanced reporting on our performance and progress and, in meeting the requirement to produce an annual report on the Single Outcome Agreement. We will adopt the same approach and the agreement annual report will be integrated into our existing arrangements for public performance reporting. Our performance reporting approach will include updates on agreement indicators but we recognise that, for our local residents, numerical outcome measures only tell part of the story. We will provide balanced reporting on service development and delivery and any programmes of work that contribute to outcomes that are important to local people.

9. WHY WE DO COMMUNITY PLANNING

Purpose

- 9.1 The purpose of community planning is to deliver better outcomes for the citizens of Moray. The Scottish Government continues to regard community planning partnerships as key to its approach to the delivery of public services. A preventative and collaborative approach to deliver local outcomes must be at the heart of community planning. Whilst responsiveness to local

circumstances is vital, the context of national objectives and outcomes must be reflected where appropriate.

- 9.2 The main community planning activity is the development of an agreement which is an explicit and binding plan for Moray to be agreed with the Scottish Government. The agreement must include formally agreed outcomes, indicators and targets for which all partners are jointly accountable in line with their respective contributions. The agreement must be clear about both the long term outcomes that communities need over the next 10 or so years and the intermediate outcomes, indicators and targets by which improvements will be demonstrated over the short and medium term to deliver the long term outcomes which are sought. The partnership must ensure the agreement is resourced. Partners must contribute appropriately and will be held to account by the partnership, local elected members and the Scottish Government for these contributions.
- 9.3 The Moray Community Planning Partnership has since November 2011 been engaged in the process of reviewing and refreshing the partnership, the agreement and how success will be measured. The outcomes from this have informed the development of this agreement.

Scope

- 9.4 The agreement formally known as the Single Outcome Agreement reflects the most important outcomes for our citizens. The agreement:-
- is the core document for the partnership as they work to deliver excellent services that focus on the delivery of outcomes and put the citizen at the heart of everything we do.
 - is a demonstration of commitment to the citizens of Moray.
 - sets out the overarching context for partnership working in Moray and it is the cornerstone of the relationship between the Scottish Government and the Moray community.
 - encompasses the work of all statutory community planning partners, other key public sector agencies and the voluntary and business sectors.
 - outlines the social and the economic context for Moray and the issues facing the area.
 - sets out specific commitments made by the partnership and the Scottish Government as we work continuously to improve public services.
 - clearly sets out how the partnership can best contribute to the outcomes the Scottish Government want to see delivered for Scotland as a whole. The national outcomes have been developed around the Scottish Government's objectives to make Scotland healthier, wealthier and fairer, smarter, safer and stronger and greener.
 - clearly sets out through local outcomes how the partnership can best contribute to these national objectives and outcomes that the Scottish Government wants to see delivered for Scotland as a whole. In meeting these aims the partnership will fulfil the duties placed on it of community planning, best value, equalities and sustainability.

- together with the revised community planning arrangements provides community planning partners and the Scottish Government with a clear framework for working together and being held to account.
- 9.5 The Single Outcome Agreement has the potential for high impact (positive or negative) on all protected groups. As such, a full analysis is unlikely to do justice to the range of potential issues, and therefore separate assessments for individual elements of the Single Outcome Agreement will be carried out within appropriate timescales for delivery, if they have not already been completed.
- 9.6 As it stands the document is the product of an analysis of a wide range of sources of information (national and regional statistics, Citizens' panel) and it builds on a range of activities, some of which have themselves been subjected to an equality impact assessment, for example housing needs and demand analysis, and all community care activities.
- 9.7 There is a clear commitment to reviewing the document and to community engagement in decision making and implementation of the outcomes.
- 9.8 The Single Outcome Agreement will be used as a framework for setting equality outcomes, which we will be required to do by 30 April 2013 if the regulations on the public sector equality duties are accepted by the Scottish Parliament.
- 9.9 This agreement will cover the period 2012 – 2013. It will continue to develop and be updated for 2013-15 to ensure that it is as effective as possible in delivering local and national outcomes.
- 9.10 The partnership is committed to the delivery of these local outcomes and to using any additional flexibility from government to achieve better outcomes for local people. However, it must be recognised that this is in the context of tight financial constraints and the wider economic downturn. Delivery of these outcomes is based on the assumption that partners receive similar levels of funding in future.

10 CONTACT FOR FURTHER INFORMATION

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