

Borders NHS Board



SINGLE OUTCOME AGREEMENT FOR THE SCOTTISH BORDERS

Aim

This report presents the draft Single Outcome Agreement for the Scottish Borders.

Background

The Single Outcome Agreement (SOA) specifies the improvement priorities for the Community Planning Partnership (CPP) and focuses on clear performance measures and targets so that progress in addressing these can be monitored.

The Scottish Government published new guidance for SOAs in December 2012, asking CPPs to submit a new SOA by 28th June 2013 and to focus on five key elements:

- **A clear understanding of place** - The SOA should demonstrate a clear and evidence-based understanding of place and draw strategic conclusions from that which drive the key priorities, outcomes and performance commitments for the SOA and partnership working.
- **Planning and delivering for outcomes** - The SOA should be a genuine plan that provides clear outcomes and improvement actions and which aligns and targets the total resources available locally to those outcomes and actions.
- **Policy Priorities** - The SOA should have a sharp focus on the six key policy priorities where the aim should be to achieve transformational, not incremental, performance improvement.
- **Prevention** - The SOA should promote early intervention and preventative approaches in reducing outcome inequalities and include specific plans for prevention which extend beyond the Change Funds into mainstream services.
- **Community Engagement** - The SOA should demonstrate a commitment to the importance of working with local people to help shape and deliver outcomes through a properly planned and resourced range of community engagement and capacity building activity.

The draft Scottish Borders SOA (presented at Appendix 1) specifies only 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. It sets out joint commitment to the delivery of an agreed set of priority outcomes, based on the conclusions of a Strategic Assessment exercise undertaken in early 2013 and presents a range of outcome indicators that can be used to assess the impact of our actions. (a copy of the full Strategic Assessment can be downloaded at:

http://www.scotborders.gov.uk/downloads/download/1744/2013_strategic_assessment)

The first Scottish Borders SOA was developed for Scottish Government in 2007 and contained a large range of performance measures across all 15 of the Scottish Government's Outcomes within the National Performance Framework (note that there are now 16 National Outcomes). There was little sense of prioritisation within this document and it was difficult to monitor progress across such a number of performance measures. When the SOA was updated in 2009, only those outcomes that were deemed to be a priority were included in the SOA. Scottish Borders Council was the lead partner for both SOAs and approved both documents before submission to the Scottish Government.

Whilst the focus of the SOA is only on those 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 all of the Scottish Government's 16 national outcomes. A prevention plan is also required to be submitted with the SOA and this has been developed using the six policy priorities set out in the guidance provided by the Scottish Government; a working draft is presented in Annex 1 to the SOA.

The draft Scottish Borders SOA was presented to the Community Planning Strategic Board on 13th June 2013. Partners approved the document in principle and were satisfied that it presents their priorities accurately and that within it, the performance measures, when more fully developed, will allow them to monitor progress.

There are two pieces of work that will inform the ongoing development of the Borders SOA:

- a) Firstly, the Accounts Commission has made a number of recommendations in relation to community planning, as part of Audit Scotland's early Audit of Community Planning.
- b) Secondly, the Scottish Government has reviewed all draft SOAs as part of a national Quality Assurance exercise, described in more detail later in this report.. Feedback on the Scottish Borders SOA has been very positive and particularly complimentary in relation to the focused approach on targets and outcomes.

Both pieces of work will impact on the final SOA for the Borders.

A number of changes have taken place since the last SOA was submitted:

- Public sector resources have reduced significantly against a backdrop of economic recession, prompting a number of key reviews including the Christie Commission report;
- NHS Borders has reviewed and revised its corporate objectives.
- Scottish Borders Council's Administration presented a set of priorities within its "Ambitious for the Borders" document;
- A review of community planning has taken place, with the creation of the Community Planning Strategic Board (elected members and chairs of partner organisations), a Joint Delivery Team (chief officers group) and 3 themes (Early Intervention; Place and Communities; Economy and Infrastructure, all chaired by Scottish Borders Council Directors);
- Scottish Government has reemphasised its commitment to Community Planning and to an outcomes based approach through its "Statement of Ambition" and through the updated SOA guidance;

- There is now a focus on preventive spending within Scottish Government policy and this is to be reflected within the new SOAs;
- Audit Scotland has undertaken an audit of Community Planning Partnerships and Scottish Borders CPP was one of three early audits. The findings and recommendations made in the report include 5 key strategic areas of improvement:
 - Strategic direction and leadership
 - Performance management
 - Use of resources
 - Governance and accountability
 - Community engagement

These recommendations have been accepted and are shaping our approach to the new SOA. A partnership approach is being taken to the development of the action plan, with partners taking a lead role in each of the 5 areas of improvement. The action plan is included in Annex 2 to the SOA.

Scottish Borders Community Planning Approach to SOA

In order to ensure that the Scottish Borders Community Planning Partnership based its priorities on a robust evidence base, a Strategic Assessment exercise was undertaken. Presenting key data sets across the Scottish Government's 16 National Outcomes, it was compiled as objectively as possible, with carefully considered analysis of the issues affecting the Scottish Borders at the present time, with trend analysis where available.

This approach places the key data and analysis in one place for decision makers and helped the broad range of partners on the Community Planning Strategic Board to engage with the prioritisation of outcomes for the Scottish Borders. It also allows the Scottish Government to see that the Scottish Borders CPP is committed to using data and evidence effectively to establish priorities, a key principle of both Community Planning and Best Value.

A summary of the Strategic Assessment was presented to the CPP Strategic Board in April 2013 and a vision was agreed for the CPP:

“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”

Three key priorities for partnership working were also established:

- **Grow our economy**
- **Reduce inequalities** (with a clear focus on our most deprived areas)
- **Maximise the impact from the low carbon agenda**

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. The CPP is now well placed to address this priority in partnership through the recently approved Scottish Borders Economic

Strategic (2013). The SOA presents a set of 12 outcome indicators and targets that will be used to monitor progress. These are based on national work undertaken by the Scottish Local Authority Economic Development Group (SLAED) in conjunction with the Improvement Service.

Reduce Inequalities

Whilst many of the indicators presented within the Strategic Assessment show that the Borders is generally a good place to live, there has been little improvement in outcomes for people within the most deprived areas over the last 10 years, despite significant interventions and additional resources being deployed in these areas by public sector partners. The SOA presents a set of outcome indicators and has presented the gap between our most and least deprived areas. Targets will be established within the CPP themes around reducing the gap over the next 10 years. Work within the themes will focus on targeted prevention activity and what we need to do differently to have a more positive impact.

Maximise the impact from the low carbon agenda

There was general consensus from the Strategic Board that by really focussing on the low carbon agenda, there are many ways in which the Scottish Borders can benefit both economically and socially. Again, the CPP is well placed to address this through the Low Carbon Economic Strategy and action plan (draft). However, outcome indicators are less well developed in this area and the Economy and Infrastructure theme will ensure that baselines are established in order that we can assess how effective the strategy is over the coming years.

The approach taken to developing the SOA and strategic priorities were discussed at a Voluntary Sector and Community Planning event held on the 16th May 2013. This event was attended by a range of voluntary bodies from across the Scottish Borders and there was broad support for the work that had been carried out.

The performance measures being developed for the SOA will form part of the Council's revised Performance Management Framework, approved in April 2013 as part of the new SBC Corporate Plan, and will be reviewed each year by the Board.

Prevention Plan within SOA

Within new SOAs, the Scottish Government has asked for a Prevention Plan, focusing on its 6 key policy priorities (Economic Growth and Recovery; Employability; Early Years; Older People; Strong and Safe Communities and Reducing re-offending; Health Inequalities and Physical Activity).

Within the SOA guidance, Scottish Government has defined prevention as "*actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money*".

This is a very broad definition open to interpretation and as yet, the Government has not specified how it wants Prevention plans to be constructed, leaving it to each individual CPP to present its own version of a prevention plan

A draft Prevention Plan has been presented at Annex 1 to the SOA and is still being more fully developed. However, as part of our response to the Audit Scotland early Audit of Community Planning Partnerships, the CPP Joint Delivery Team is using this draft Prevention Plan in considering a methodology for identifying and realigning resources

including revenue and capital budget, including a joint resourcing plan which supports the key strategic priorities and objectives.

Quality Assurance of SOAs

The Scottish Government aims to put effective community planning arrangements and SOAs at the core of public service reform, reducing inequalities and delivering better outcomes for communities, and therefore agreed an approach to the Quality Assurance of SOAs which aims to:

- Give each CPP and Ministers confidence that the SOA is as well developed as possible and sets the course for effective partnership working and ongoing improvement in the joint delivery of outcomes;
- Give each CPP useful feedback and constructive challenge to help it develop and agree its SOA and undertake improvement thereafter;
- Identify steps that will require action from the Scottish Government and its agencies as well as local partners, if CPPs are to be able to develop and improve.

In order to do this, a number of Quality Assurance teams have been set up across Scotland, involving senior officers from the Scottish Government, Local Authorities, and other partners such as Police Scotland, NHS, and the Improvement Service.

Each team assessed a small number of SOAs, providing feedback to the CPP and Scottish Government Location Director to agree a set of key improvement actions to be contained within a high level development plan.

Along with North Ayrshire and Aberdeen City, Scottish Borders CPP is in a unique position having been part of Audit Scotland's early Audit of Community Planning Partnerships. Key improvement actions identified during the Quality Assurance process are contained within the CPP Audit Action Plan of June 2013.

Feedback from this Quality Assurance process has been extremely positive, citing Scottish Borders draft SOA as one of the most focused SOAs that has been reviewed, with a clearly articulated commitment to tackling inequalities. The formal feedback from this process will be used to inform our final SOA and the ongoing development of our community planning arrangements.

Delivery of the SOA

It is the responsibility of the CPP Joint Delivery Team and the 3 CPP themes (Early Intervention & Prevention, Place and Communities, Economy and Infrastructure), to ensure that their current work programmes are fully addressing the 3 CPP priorities and that any new programmes and projects are developed in order to ensure positive outcomes over the next 10 years.

A performance framework is being developed to link the SOA into the planning and performance processes of NHS Borders and Scottish Borders Council.

Summary

The Single Outcome Agreement specifies the priorities for the Scottish Borders Community Planning Partnership (CPP) with a focus on performance management. It majors on the five key elements that Scottish Government guidance advises should be in an SOA – an understanding of place, planning and delivering for outcomes, policy

priorities, prevention, and community engagement. It has been built on the evidence from a local strategic assessment. On that basis, a vision was agreed for the CPP:

"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 partnership has also established three key priorities, growing the economy, reducing inequalities (with a clear focus on the most deprived areas) and maximising the impact from the low carbon agenda.

The SOA is supported by a prevention plan focusing on the six key government policy priorities, economic growth and recovery, employability, early years, older people, safe and strong communities and reducing reoffending, and health inequalities and physical activity.

The Borders SOA has been highly commended having gone through the National Quality Assurance process.

The collaborative working of the community planning partnership is vital to the delivery of SOA outcomes, most, if not all, of which relate to an improvement in health and well-being. This requires the positive commitment and active participation of NHS borders

Recommendation

The Board is asked to **note** the draft Single Outcome Agreement (presented at Appendix 1) as the key strategic document for partnership working in the Scottish Borders;

Policy/Strategy Implications	The community planning process and SOA provide a crucial vehicle deliver extant national and local policy to improve health and well-being
Consultation	There has been extensive discussion and consultation between member organisations of the local community planning partnership during the development of the SOA.
Consultation with Professional Committees	Not applicable.
Risk Assessment	There is a risk that if NHS Borders does not demonstrate collaborative leadership within community planning it will not fulfil its statutory duty to prove the health and well-being of the local community. The development of a robust Single Outcome Agreement that is rigorously performance-managed will mitigate this risk.
Compliance with Board Policy requirements on Equality and Diversity	An equality assessment has been carried out on the SOA. Equalities has been embedded within the SOA using the equalities outcomes that feature in the NHS

	Borders and Scottish Borders Council's Equalities Mainstreaming reports. I
Resource/Staffing Implications	A full analysis will be needed to determine the cost implications of taking forward the key priorities identified.

Approved by

Name	Designation	Name	Designation
Calum Campbell	Chief Executive, NHS Borders	Dr Eric Baijal	Joint Director of Public Health

Author(s)

Name	Designation	Name	Designation
David Cressey	Head of Strategic Policy, Scottish Borders Council	Sarah Glendinning,	Business Consultant, Strategic Policy Unit, Scottish Borders Council

DRAFT Single Outcome Agreement for the Scottish Borders June 2013 (V10)

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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.

This SOA has been endorsed by the Scottish Borders Community Planning Partnership.



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*. 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.

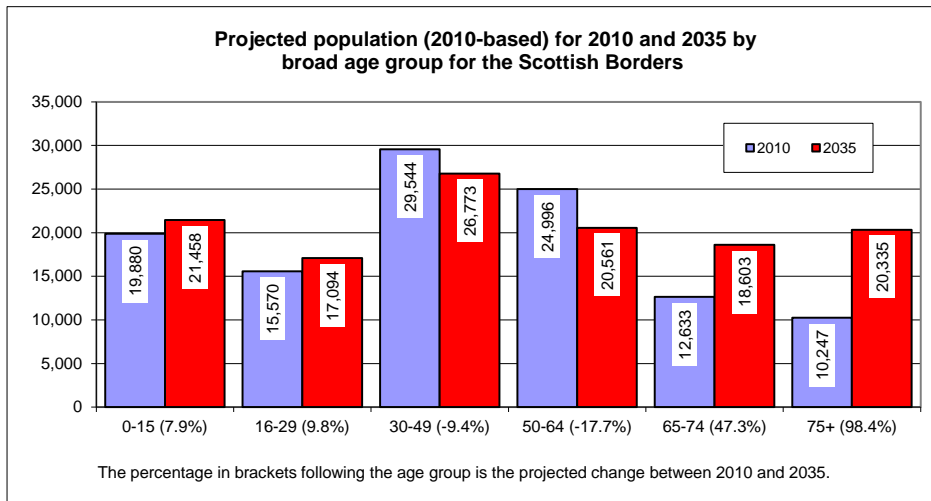
The Strategic Assessment can be viewed at:

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

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).

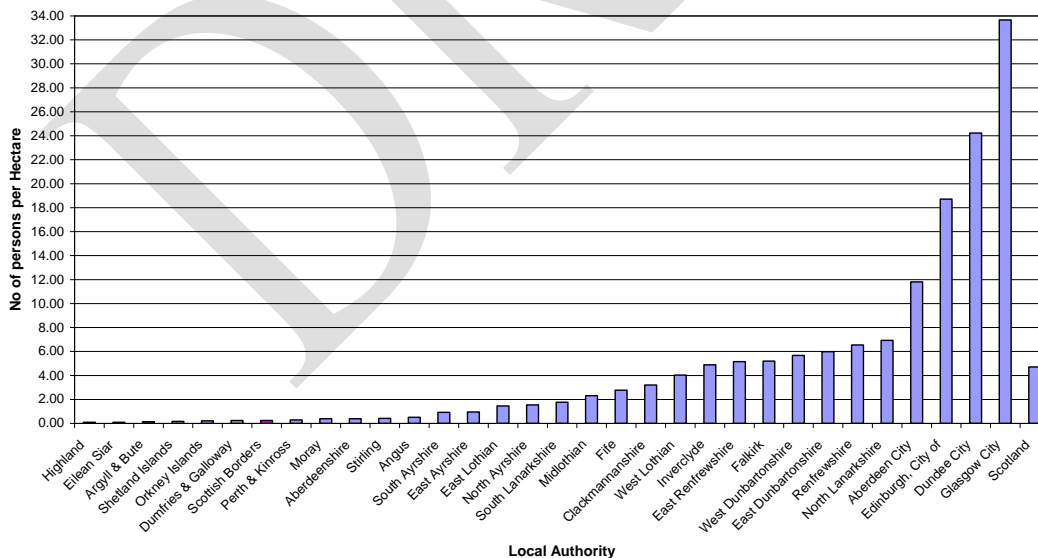
Between 2010 and 2035 the National Records of Scotland project a 10.6% increase in population for the Scottish Borders; from 112,870 to 124,824. Within the Scottish Borders the projected change in population by broad age group highlights related to the ageing population and the reduction in people of 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.

Population Density 2011: Number of persons per hectare
Source: NRS



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.

Our Challenge

The challenges presented above can only be addressed by taking a partnership approach and whilst the partnership will realign and refocus resources, develop programmes and projects, and seek to use its collective influence where possible, the wider economic and political context will ultimately influence our ability to reach the aspirational targets we have set ourselves within Section 3 of this SOA. In light of the continually changing external context, targets will be examined on an annual basis and amended accordingly.

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.

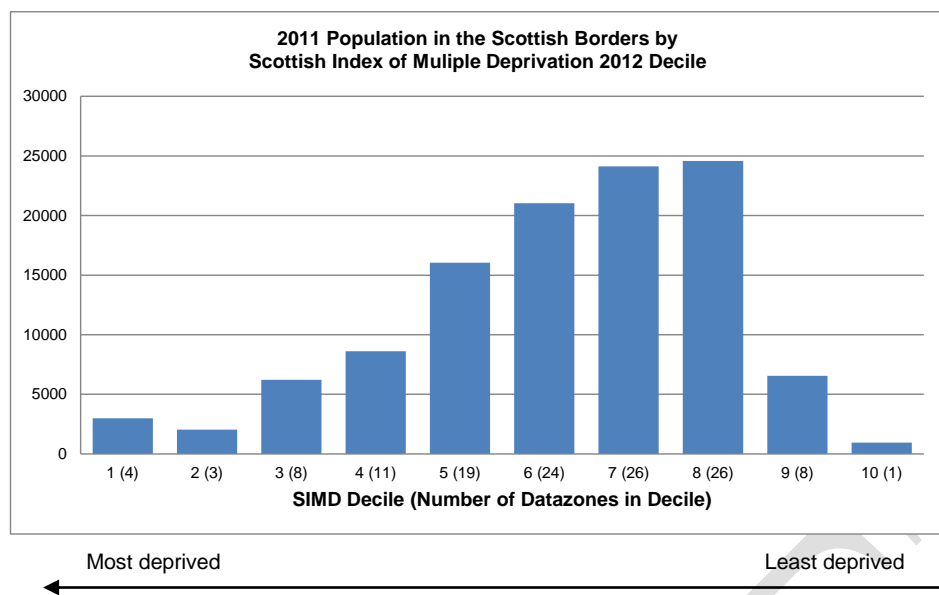
The table below lists the 5 data zones in the Scottish Borders that are recognised by Scottish Government as being amongst the 15% most deprived in Scotland. These 5 datazones account for 3.2% of the Scottish Borders population. A vigintile is a twentieth, or a measure of 5%, of all datazones in Scotland. 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

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

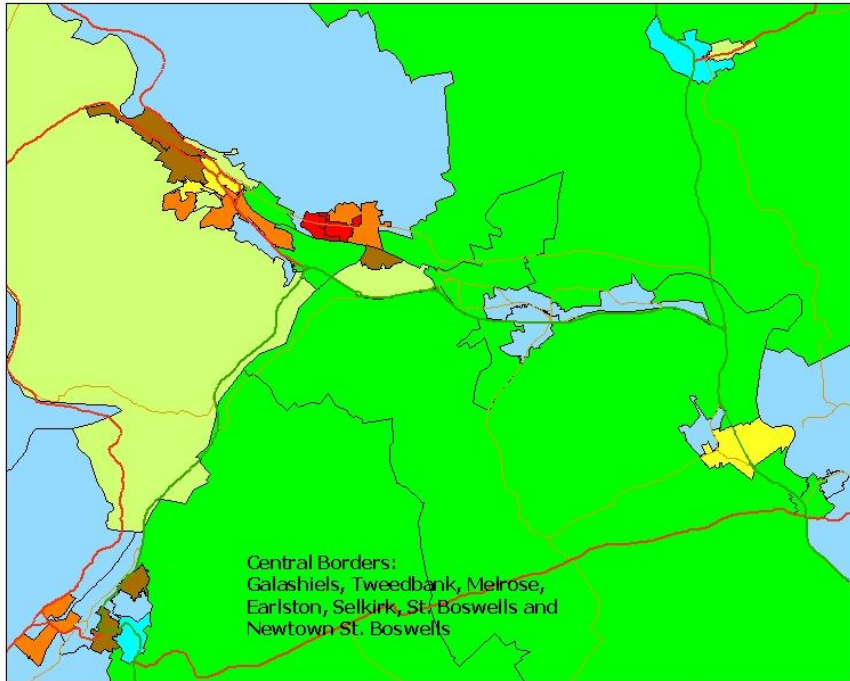
The graph below shows the distribution of the population by each decile.



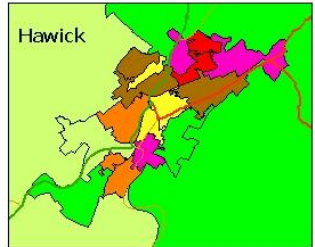
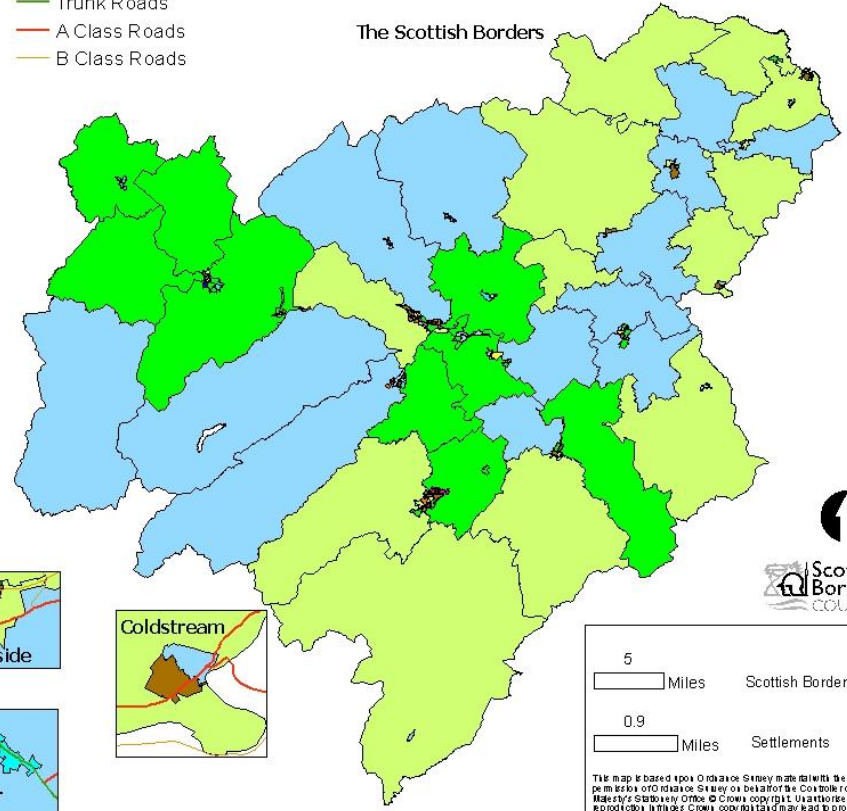
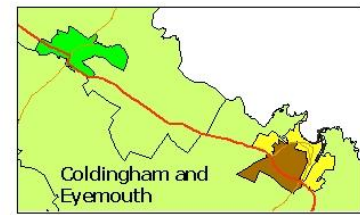
The Strategic Board was extremely mindful of the need to examine local area data where available when using the Strategic Assessment. A deliberate decision was taken by the Board to focus our efforts on our most deprived communities and to target resources in order to address the persistent outcome gaps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

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

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



5 Miles Scottish Borders

0.9 Miles Settlements

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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

In order to ensure that we are working towards addressing these priorities, the partnership requires a comprehensive performance management framework. The SOA will focus on high level *outcomes indicators* that present a simple “dashboard” of measure for the Community Planning Strategic Board to use on an annual basis to monitor progress (pp10-16) . Aspirational targets have been set for each of the 3 priorities in order that the focus is on ***improving quality of life*** for people in the Borders. However, the CPP is mindful that the wider external context will influence its ability to reach targets, but nonetheless, realises that these targets are important to focus effort.

Underpinning the SOA, a CPP Performance Management Framework will be developed to ensure that the CPP is able to monitor improvement through a combination of outcome, output and activity measures that link to our 3 priorities.

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.

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)

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. Targets set here, around diversifying our economy, increasing wage levels etc will have a direct impact on quality of life but have been set realistically given our rural context, with consideration given to trends, pre-recessionary levels etc. However, the targets need to be considered against a continually changing and increasingly volatile macro-economic context.

SOA 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 and Business Birth rate per 10,000 working age adults	315 48	16,940 51	ONS, 2011 SLAED 2013	315 TBC	315 TBC	315 TBC	315 TBC
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)

More detailed performance measure in relation to actions and activities will be developed as part of the Scottish Borders Economic Strategy 2023 and incorporated into the CPP Performance Management Framework.

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 and go on to benefit from opportunities within an improved Borders economy.

Stretching targets will also be set here in order that we work to close the gap between our most and least deprived areas, but current Welfare reforms, national government policy direction and our challenging economic conditions mean that once again, achieving targets will be extremely challenging and in some cases, simply maintaining the levels we have will be an achievement.

Performance measures (to be rationalised, and targets set)

	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 (14,388-17,327)	6,679 (3,695 - 8,580)	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				

	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 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				
% 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				
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				
% 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				
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				

	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
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+	40,400	TBC	48,220 (31,820-64,520)	39,652 (26,920-75,510)	8570	ISD 2012				
Rate of Alcohol related hospital Admissions	573	710	TBC	TBC		ISD, SMR01 (2009/10-2011/12)				
Rate of Drug related hospital Admissions	TBC	TBC	TBC	TBC		ISD				

* those on health related benefits

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

As part of our targeted work on reducing inequalities we will rationalise this menu of indicators for use by our Strategic Board. However, more detailed performance measure in relation to actions and activities, in particular within the two localities selected, will be developed and incorporated into the CPP Performance Management Framework.

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. Once again however, there are real challenges around achieving targets that relate to the wider economic and political context but there are real quality of life benefits to be gained by taking this approach.

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				

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Energy consumption in SBC premises	16,719 tonnes of CO2 (back to 100% of 07/08 baseline, after a few years of increase)		SBC, Environment and Infrastructure 2011/12	94%	90%	86%	80%
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%

More detailed performance measure in relation to actions and activities, will be developed as part of our draft Low Carbon Economic Strategy work and incorporated into the CPP Performance Management Framework.

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 overleaf 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
<p>Early Intervention and Prevention Chair: Andrew Lowe, Director of Social Work (SBC)</p>	<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
<p>Place and Communities Chair: Glenn Rodger, Director of Education and Lifelong learning, (SBC)</p>	<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
<p>Economy and Infrastructure Chair: Rob Dickson, Director of Environment and Infrastructure, SBC</p>	<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.
<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

ACTION	MEASURES	AIM
Early Intervention and Prevention <ul style="list-style-type: none"> • Early years focus • Targeted work with 10-20 families • Targeted health improvement activity 	Measures <ul style="list-style-type: none"> • Levels of child poverty • Income / employment deprivation • Smoking during pregnancy 	<p><i>We want to reduce the gaps that exist (across of range of health, social and economic measures) between our least and our most deprived communities</i></p>
Place and Communities <ul style="list-style-type: none"> • Whole town plan model for deprived areas • District renewable heating schemes • Energy Efficiency measures for houses e.g. over cladding 	<ul style="list-style-type: none"> • Mothers under 19 • Ante-natal booking • % low birth weight • Breastfeeding rates • % children with healthy weight • % children with no dental decay 	
Economy and Infrastructure <ul style="list-style-type: none"> • Targeted young person's guarantee • Inward investment focus, leading to job creation • Training for renewables/centre of expertise 	<ul style="list-style-type: none"> • Attainment • Positive destinations • JSA claimants • Crime rates • Affordable Housing • Fuel Poverty rates • Homelessness rates • Rate of hospital admissions 	

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. This will all form a CPP Performance Management Framework

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 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>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 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.</p> <p>Healthy Living Network Programme (ongoing) Address inequalities and those with the poorest health outcome and create environments that promote health</p> <p>Borders Physical Activity, Sport & Physical Education (PASPE) Strategy 2011 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'.</p>

National Outcome	Scottish Government Policy Priority	Community Planning Strategic themes	Community Planning Local Outcomes (from current/developing strategies)
<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>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 elderly population, including an increase in long term conditions, in a way that is consistent with what older people want.</i></p>
<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</p>	<p>Safer Communities and offending</p>	<p>Place and Communities</p>	<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>

National Outcome	Scottish Government Policy Priority	Community Planning Strategic themes	Community Planning Local Outcomes (from current/developing strategies)
<p>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>			<p>Scottish Borders Economic Strategy 2023 (As previous)</p> <p>Local Biodiversity Action Plan 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.</p> <p>Low Carbon Economic Strategy(2013 draft) (as previous)</p>
<p>O16: Our public services are high quality, continually improving, efficient and responsive to local people's needs</p>	<p>Christie Commission Report-recommendations Audit Scotland Report on Community Planning</p>	<p>Future model of Public Service Delivery</p>	<p>Scottish Borders Council Corporate Plan 2012/13 – 2017/18 NHS Borders Local Delivery Plan 2013 Scottish Borders Community Planning Audit-Improvement Plan Police Scotland Scottish Borders Local Policing Plan 2013-14 Scottish Borders Local Fire and Rescue Plan 2012 Other Partner Corporate and Business plans</p>

5. Prevention

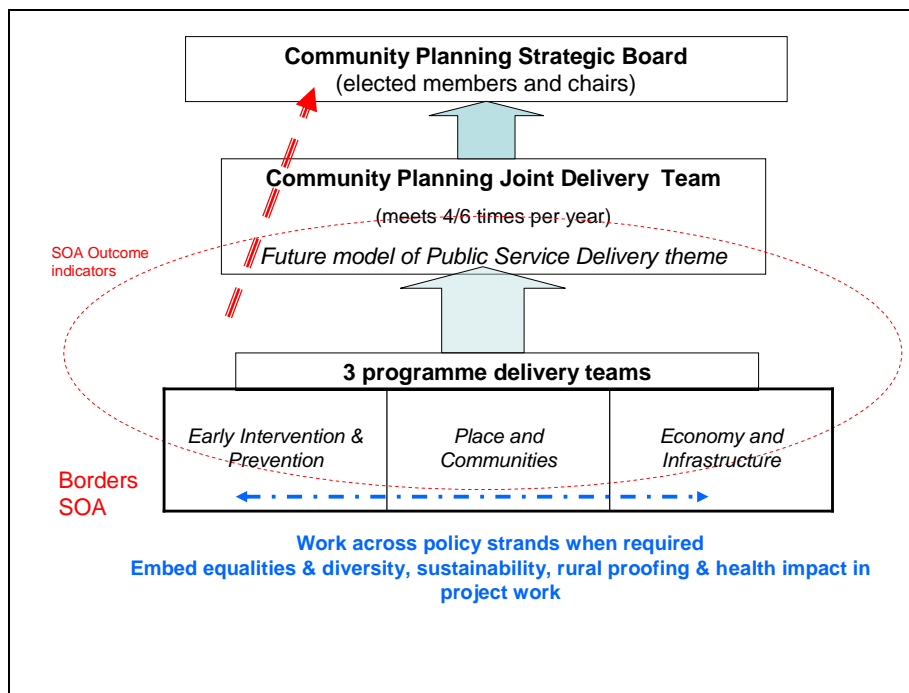
The SOA Guidance clearly states that SOAs should include a specific plan for prevention which “*demonstrates commitment to the approach extending beyond the Change Funds*” and quantifies resources allocated to prevention. Through our community planning arrangements and the “Early Intervention and Prevention” 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**.

Use of resources has also been identified as an improvement action within Audit Scotland’s recent early Audit of Scottish Borders Community Planning (March 2013) and our prevention plan will be used as the starting point for this work at a very strategic level. Equally however, the partnership will focus on identification of resources for specific projects and activity that will be clearly costed and evaluated at programme or project completion in order to ensure value for money and effective use of resources to meet outcomes and make improvement to quality of life. The development of our performance framework will provide a control on whether resources are being used more productively and effectively than before i.e. with improved outcome and a closing of the inequalities “gap”.

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

An Improvement Plan has been prepared in response to the recent Audit Scotland report on Community Planning and we 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)

Our Audit Improvement Plan is presented at **Annex 2** and is seen as an integral part of taking this SOA forward (including the developing of our CPP Performance Management Framework).

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).

The Board has clearly stated that it wishes to ensure that we target our efforts in 2 particular communities in the first instance and community involvement and engagement will be vital if outcomes are to be owned and achieved. To this end, the CPP will build on the current Whole Town Plan work within the "Place and Communities" CPP theme and ensure that public bodies, communities, voluntary bodies and business organisations come together to look at community assets and develop solutions that improve quality of life for those living in these areas. It is intended that this work is developed into a model that can be used within other communities where there are challenges to be addressed.

Audit Scotland has also highlighted community engagement as an improvement action and details of the action we intend to take are included in the Action Plan presented at Annex 2.

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: sglendinning@scotborders.go.uk

Borders SOA: Annex 1- Scottish Borders Prevention Plan

As part of SOA 3, the Scottish Government requires us to produce a Prevention Plan. It was agreed at the Joint Delivery Team that this should include the activities of all partners, as many of us are doing work that has a really important preventative effect.

In this context, prevention activity is defined as follows:

“Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money”. (Scottish Government SOA Guidance, Dec 2012)

Whilst many of our universal services do indeed prevent problems from occurring, we should limit their inclusion to those aspects of the universal service that have a truly preventative effect and are aimed at those individuals who we believe will require future input if we don't undertake the prevention activity.

The Scottish Government has asked CPPs to

- Set out its understanding of what partners are collectively doing and spending on prevention across all services including, but not only, particular detail in relation to the six policy priorities
- Describe how the CPP intends to make a decisive shift to prevention.
- Describe how the partnership intends to evidence progress in improving outcomes, reducing future need, controlling costs and releasing savings.

The tables below are our first attempt to capture both the partnership and the individual organisational activity that we believe contributes to the six Scottish Government policy priorities. A table has also been included at the end for “other” priorities e.g. Welfare Reform (that do not neatly fall under one of the 6 other priorities)

Targets have still to be developed under each table, as part of the ongoing development of our SOA.

Economic Growth and Recovery

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary) R= Revenue C= Capital
Business Gateway start up and Growth Advisory services	SBC (with input from Scottish Enterprise)	Helping new businesses and existing businesses to grow will lead to job creation and ease future demand on the welfare system	£282k R
Business Support and Business Gateway Local Services- loans and grants	SBC	As above	£400k + additional ERDF investment R
South of Scotland Competitiveness Project	SBC	As above, with focus on tourism, food and drink, rural businesses and renewables	£600k over 3 years R
Borders Strategic Employment Land Project (Coldstream, Lauder, Duns and Hawick)	SBC	By providing employment land, businesses can be attracted to the area, creating jobs	£2.9m (inc ERDF investment) C
Rollout of NGA to broadband	SBC/South of Scotland Alliance/Scottish Gvt	By providing high speed broadband, businesses can be attracted to the area, creating jobs. This infrastructure will also support Welfare Reforms (digital by default), telecare, e-learning and access to public services.	£8.4m C £130k per annum for SoS team R
Tourism support	SBC/ Visit Scotland/Area Tourism Partnership (+ events organiser)	Promoting the local area, marketing and supporting events will increase tourism and create jobs	£495k R
Borders Railway	SBC/ CPP	As stakeholder and roads/planning authority, work with Network Rail and contractor BAM to deliver the Borders Railway in 2015. Develop and monitor SBC's economic action plan for railway services, including transport integration, community, employment and training opportunities	Cost of 2 officers £95K per annum R

		By providing a rail link, businesses can be attracted to the area, creating jobs and inward investment. Local residents will have easier access to employment opportunities in the city region	
SBC Low Carbon Strategy	SBC	By realising the opportunities that this agenda presents, not only can jobs be created but fuel poverty can be addressed, impacting positively on other inequalities e.g. health	£55K per annum R (Officer & oncosts)
Local Housing Strategy	SBC/ RSLs	On-going partnership programme across the Borders which addresses prevention by both increasing housing supply / regeneration and stimulating the construction sector to create and sustain jobs, as part of the process in delivering affordable housing.	£34.410m (Scottish Gvt, SBC, RSL) 2012-17 C
Hawick Housing Strategy	SBHA, Scottish Borders Council and Waverley Housing	SBHA: By delivering the regeneration of 131 existing hard to let homes and building 52 new homes in Hawick – 58 lettable homes have been delivered to date. The project involves a £10 million investment in construction, the redesign of open spaces and the development of communities. The project seeks to maximise local employment opportunities.	SBHA £10 million C Scottish Government – TBC Waverley Housing – TBC SBC - TBC
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Business Support:							
Businesses supported by Local Authority activities	848		SLAED OP1				
Business supported by Business Gateway	To come from SLAED		SLAED OP1				
Businesses supported to trade out-with Scotland	Refer to SDI		SLAED OP1				
Jobs supported by Inward Investment projects	20		SLAED OP3				
Availability of Employment Land	37.3 ha		SLAED OP4				

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Leverage of External Funding	25 projects SBC = £913k Total costs = £1,560k		SLAED A1				
ROI of campaigns purchased through VS	To come from SLAED		SLAED A2				
ROI for VICs	To come from SLAED		SLAED A3				

To be finalised as part of SLAED work

DRAFT

Employability

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Employment Support Service	SBC	By bringing together the employability support offered by SBC into the Chief Executives' department, there will be a greater corporate focus and well as more efficient employer engagement. By focusing on finding employment for those furthest removed from the labour market, a host of other costs can be avoided in the future	Approx £400K per annum
Youth Employment Scotland- employer recruitment incentive	SBC, on behalf of CPP	Long term unemployment, and the associated costs and negative impacts, will be avoided if Scottish Borders Council can work with employers to create partially funded job opportunities within the private sector.	£240k
Opportunities for All	SBC	This programme part of CfE senior phase supports those identified as having the biggest challenge attaining a positive destination after leaving school. The programme works across all nine secondary schools and specifically offers Activity Agreements for the most vulnerable	£120,897 made up from SG grant of £109,907 and SBC contribution of £10,990
Schools Plus project	SBC	Working in partnership with Borders College this programme enables young people to engage in programme of learning within the FE sector prior to officially leaving school	£36,512
Apprenticeship programme	SBC, E&I	Opportunities for potential long term unemployed, school leavers or assisted employment by providing apprentice jobs including training & development leading to skilled permanent roles. Commitment to employ 6 apprentices each year for 5 years.	Annual cost of 6 Apprentices at Grade 2G - £112K
Stronger Together for young people in Eyemouth Training scheme developing skills in Tourism and Diversification from fishing	Seton Care/Anglo Scottish Fishermens association		Coastal communities fund and People and communities fund
Employability Support service	SBHA DWP	To provide tenants with employability skills to access employment opportunities – developing skills, confidence building and training. Opportunities to be offered both within and outwith SBHA.	Application for funding submitted to Peoples and Communities Fund for 2

			years PC - £45,443 DWP - £15,480
"Next Steps" programme in the High Schools in Berwickshire	BHA	To work with the 15 year olds likely to seek independent housing on leaving school or not sure what their next step will be. Courses run regularly to work with students with training and mentoring to offer support and help.	None
Delivery of Employment Programmes Funded by SDS	Borders College	Programmes are targeted at either long-term unemployed individuals or young people who are deemed to require additional support to enter employment or further vocational training.	Contract 13/14 £165,800
Delivery of Modern Apprenticeship Programmes	Borders College	Programmes are targeted at key sector industries enabling employed individuals to gain skills which will promote business prosperity and growth and prevent future unemployment.	Contract 13/14 £220,233
Delivery of vocational training and education	Borders College	Provision of vocational training and education for young people, unemployed individuals, adult returners and members of the existing workforce. This work enables individuals to develop vocational and employability skills relevant to key sectors within our economy ensuring that when employment opportunities arise matching skills are available. This may prevent individuals from becoming unemployed or may significantly reduce the length of the period of unemployment.	SFC Allocation 13/14 Teaching Grant £6,770,028
We Care Pre-Employment Programme	NHS/SBC	A collaborative approach with NHS Borders, SBC, BC Consultants and Access to Industry. Includes an 8 week training programme which supports the development of the knowledge and skills required to access employment within the Health and Care sector plus a 4 week clinical work placement.	Unable to quantify
Youth Employment	NHS Borders	Collaboration with Borders College to address 16-19 year olds accessing employment. Offering placements and supporting future employability.	Unable to quantify
Sector Based Academy approach to Employability	NHS Borders	NHS Borders are working with Job Centre Plus, Borders College, Skills Development Scotland and other relevant 3 rd Sector organisations to establish a sector based academy approach to employability. This will utilise effective elements of the We Care pre employment programme and transfer to the 6 week Train for Work Programme for Care-the 3 essential elements of which are	Unable to quantify

		training, work experience and a guaranteed interview on completion– including a guaranteed interview for Nurse Bank. Train for Work will be offered for groups of 12. The training delivery will be Borders College/NHS Borders collaboration. Modern apprenticeships will be offered as an element of the Sector Based Academy.	
Student Placements/supports to support Employability	NHS Borders	This partnership focuses on “hard to place” students. Testing is currently underway (commenced April 2013 – focussing on gardening and Customer Care roles) this will support students to undertake 8 week placements whilst gaining support in areas of employability.	Unable to quantify
Apprenticeships	SBHA	By continuing the long established in-house apprenticeship programme, alongside a continued programme of work experience and placements, enhancing local employment, training and work experience opportunities, particularly in the construction industry. In addition, building similar commitments into significant procurement projects.	TBC for apprenticeships directly employed by SBHA
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Unemployed people assisted into employment from Employability and Skills programmes	18 paid work 81 voluntary work)		SLAED OP2 12/13 SBC				
Unemployed people participated in Employability and skills programmes	214		SLAED A4				

Early Years

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Early Years (inc Early Years Collaborative)	Strategic Early Years Group CPP	Remodelling the way early years service are delivered to effect transformational change and make the shift to preventative spend. This will be done by <ul style="list-style-type: none"> • delivering effective early intervention for children and families using evidence based approaches, • developing of individual, family and community capacity, • driving out cost savings by reducing need for acute services, • developing the workforce <p>By supporting service change, using improvement methodologies, to improve maternal and child health and increase number of children who achieve developmental milestones</p>	Change Fund 12/13 = £788k 13/14 = £1.085m 14/15 = £1.085m (R) SBC (core R for early years) 12/13 = £5.442m 13/14 = £5.498m 14/15 = £5.308m NHS (core R for women's and children's services) 12/13 = £10.321m 13/14 = £10.321m 14/15 = £10.321m
Early Years Assessment Team	SBC & NHS Borders	Targeting intensive support provided to 12% of babies born each year, from antenatally to aged 2. Securing engagement with services, co-ordination of support for those at risk of poor outcomes and enabling permanency planning for babies who cannot stay with birth parent(s).	Included in Early Years Collaborative
Early Years Networks	SBC and NHS Borders Chaired by NHS Borders	Networks facilitate communication and co-ordination of services and activity in localities to support individual families. Networks promote integrated working and better use of resources to meet identified local need and prevent problem escalation	Included in Early Years Collaborative
Free School Meals	SBC	Free school meals help to ensure that children from the lowest-income families receive warm, nutritious food in the middle of the day. Evidence suggests that eating a nutritious meal at lunchtime has important health and educational benefits for children. Currently entitlement to FSM in most deprived primary schools sits at approximately 45% of the school roll in comparison to	Approx £570,000 per annum

		approximately 6% in more affluent areas.	
Schools deprivation fund	SBC	Additional money to schools identified as having the highest level of pupils from deprived areas. This programme aims to ensure that schools narrow the attainment gap and provide pro-active activities. 13 primary schools and three secondary schools are currently funded	£1,059,307
Play Parks	SBC E&I	Provision of play parks within towns	£201,00 R
Breakfast club and nurture in club in Eyemouth Primary	Eyemouth Primary School	By supporting children and their parents, performance at school should improve, avoiding the need for more costly interventions in the future	At present receiving funding from BHA tenant volunteers community fund with a commitment from BHA to seek further funding.
Day nursery in Duns	BHA	The day nursery is exploring ways to work with vulnerable children and their parents and give them spaces and sessions to develop parenting skills.	To be sought
Childsmile	NHS Borders	By promoting oral health from early age and by preventing dental caries	£291,000 earmarked funding. Local resources unable to quantify
Maternal and Infant Nutrition	NHS Borders	By promoting breastfeeding and healthy weaning through awareness raising, training and support By promoting nutrition and healthy weight in during pregnancy and thereafter	£49,000 earmarked funding. Local resources unable to quantify
Antenatal parenting education	NHS Borders	Developing the local antenatal parenting education programme in line with the new NES syllabus to maintain early engagement with pregnant women and families Building capacity among community services in contact with pregnant women to promote consistent messages and support maternal health, with particular focus on services in contact with vulnerable women during pregnancy.	£32,000 earmarked funding. Local resources unable to quantify
Tobacco prevention: Smoke Free Homes	Joint Health Improvement Team for NHS Borders and SBC	Encouraging families to sign up to Smoke Free Homes and prevent exposure of children to second hand smoke, which is risk factor for a range of illnesses	£202,000 earmarked funding. Local resources unable to quantify
Smoking Cessation in Pregnancy	Joint Health Improvement Team for	Smoking in pregnancy is a key risk for infant health.	Included in tobacco prevention

	NHS Borders and SBC		
Breakfast club and nurture in club in Eyemouth Primary	BHA	By supporting children and their parents, performance at school should improve, avoiding the need for more costly interventions in the future	Included in Early Years Collaborative
Child Healthy Weight in early years and primary school settings	Joint Health Improvement Team for NHS Borders and SBC	Improving nutrition and physical activity in childhood will reduce health problems associated with obesity.	£55,000 earmarked funding. Local resources unable to quantify
Addaction Families Service	ADP/CYPPP	This service links closely with Children's Services to ensure that substance misusing parents are intensively supported with parenting skills/boundaries etc. Although the work is directly with parents the aim is to reduce the current and future negative impacts of substance misuse on Children Affected	£117,575
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2015	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Still births per 1,000 births	5.4	5.1	Scottish Gvt statistics, 2011	15% reduction				
Infant mortality per 1000 total births	0.9	2.7	Scottish Gvt statistics, 2011	15% reduction				
27-30 month – expected developmental milestone met	Baseline to be established				85%			
Start of P1- expected developmental milestones met	Baseline to be established				2017: 90%			
Pregnancies rates 13-15yrs, per 1000 girls	5.1	7.4	SNS 2008-10					
School Meal uptake	48.2%	52.1%	SBC					
Non uptake of FSM among those entitled and present in school	1.6%	2.3%	SBC					

Safer and stronger communities and reducing offending

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Resilient Communities	SBC	By ensuring that communities are empowered and supported to respond during severe weather, communities can become more self reliant. This model has the potential to address other issues in communities too, and to involve a wide range of partners	£33K R 2013/14
Violence Against Women	VAWP/SCT/Police/NHS	The Pathway Project will be the main delivery vehicle for effecting long term change. This project seeks to provide victims with a credible and supportive infrastructure, encouraging early engagement and reducing long term support from statutory resources. Further primary and secondary prevention activities will support cultural change and a reduction in gender inequality.	Scottish Government Grant of £110K per annum for 2012 - 2015 plus £25K Contribution per annum from Safer Communities R
Place and Communities Whole Town Plans	SBC, on behalf of CPP	By developing a model for whole town planning, the public sector, communities and business can work more effectively together in using existing resources and developing sustainable solutions for their towns	Within existing resources
Selkirk CARS town centre regeneration project	SBC	By investing in town centres, local businesses can thrive and create jobs, and communities have spaces to value and enjoy	£1.2m (inc Historic Scotland investment) C
Kelso Town Centre Business Hub	SBC	As above	£800k (inc ERDF investment) C
LEADER programme	LEADER Local Action Group SBC	By supporting local rural development projects, communities becomes stronger, jobs can be created and rural economies can grow	£4.5m R (inc EAFRD investment)
European Fisheries Fund (Axis 4) programme	Fisheries Local Action Group SBC	As above supporting economy diversification projects (with focus on tourism, food and drink, renewables)	£800k (inc EFF investment) R
Safer Communities team	SBC/Police	Integrated community safety	£394,459 R
Antisocial Behaviour	SCT/Police	SCT will work progressively with partners to indentify, at an early stage, those who are causing alarm and distress in their local communities. Early interventions have shown to be the most	£307K per annum (based on 75% of their entire budget for 2012/13), other

		effective means of changing and addressing inappropriate behaviour. This in turn will deliver considerable staff savings across a range of public bodies.	25% contribution to Violence Against Women Pathway Project
Road Safety	Police/ SBC/ SCT/Fire	Problems solving and partnership working will look to co-ordinate resources to ensure maximum return on investment. The key aim of the work is to reduce the number of accidents and those injured in line with national targets, therefore presenting clear savings for front-line services. Prevention activities will be focussed on key at risk groups i.e. motorcyclists and young drivers.	£2.43m C £371k R
Accident Prevention Schemes	SBC	Investigation of accident cluster sites and introduction of preventative measures to minimise the likelihood of repeat incidences thereby reducing the impact on the council and emergency services.	£50K Capital funding
Cycling, Walking & safer streets	SBC	Promotion and introduction of measures to encourage more sustainable transport modes; particularly walking and cycling to ease the impact of vehicular transport in terms of congestion. In addition to promote healthier lifestyle choices and help tackle obesity and inactivity levels in the area.	£121K Capital funding
Planned Preventative patching	SBC	Through an Asset Management approach plan investment in road patching works which repair and reduce surface failures(potholes/edge deterioration) leading to reduction in numbers of third party claims and reducing future maintenance expenditure	£440K Capital funding
Surface dressing to prevent road deterioration	SBC	Through an Asset Management approach plan investment in surface dressing works which prevent further deterioration in road surfaces, extend the life of the road and reduce future maintenance expenditure	£570K Capital funding
Street Lighting Preventative maintenance	SBC	Through an Asset Management approach inspect the electrical and visual condition of street lighting on a 6 yearly cycle that identifies future works programmes that maintains the asset in its current overall condition.	£279K Capital funding
CCTV - maintenance to help reduce crime	SBC	Through an Asset Management approach carry out routine and cyclic maintenance of CCTV systems to ensure good working order and that allows the Police to investigate issues of anti social behaviour & crime.	£41K per annum
Flood Prevention/Protection	SBC	Inspection & prioritisation of cyclic and reactive works on the cleaning and clearing of watercourses and flood grills, together	£153K Revenue funding & £3.2M Capital Funding

		with the provision of sandbags for the prevention of flooding to properties. Reduce the impact of flood events on homes and properties within the Scottish Borders Major Flood projects in Selkirk, Galashiels, Hawick and Jedburgh target over 2000 properties reducing their risk of flooding. Such measures reduce our responsibilities under flood contingency and other emergency planning. The number of properties at risk will be reduced by nearly 50% from 4500 to 2500, enhancing & safeguarding communities.	
SB Wardens	SBC	Maximising the skill base of all Neighbourhood staff in the relevant locality areas will see staff continuing to work closely with partners to ensure quality of life issues are dealt with effectively and efficiently, thereby enhancing community wellbeing.	£218K as part of Neighbourhood Services budget
Gully emptying to prevent flooding on roads	SBC	A yearly programme operates to empty over 20,000 gullies. Known flood areas are regularly targeted 3 times per year or after localised flooding to improve safety on public roads.	£180K as part of Neighbourhood Services budget
Drainage schemes to prevent & alleviate flood risks	SBC	Specific schemes identified and works carried out to improve safety on public roads	£150K per annum
Kelso Traffic Management Scheme	SBC	Resolve long standing congestion, parking and pedestrian safety issues. There is improved, rationalised vehicular movement within Kelso town centre with the introduction of the one way system. A transport hub has been created leading to improved public transport facilities. Overall scheme has reduced pedestrian and vehicular conflict and improved public safety. Future general infrastructure maintenance costs will be reduced.	£793K Capital funding
Alcohol and Drugs	ADP/ Safer Communities	Proactive work which seeks to identify trends in new psychoactive drugs via data collection and information sharing, new trends and invoke prevention strategies prior to there being entrenched/habitual use established. Savings expected to be delivered against statutory and voluntary agencies.	Included in health Inequalities section
Reducing Reoffending	SBC	The majority of this budget is focussed on the management of offenders through a variety of measures, including unpaid work and supervision orders. Whilst there is preventative work, it is not possible to separate out the resources devoted to this from the core functions of managing offenders through the sentences	2013/14 from CJA/Scottish Government £1,228k

		issued by courts.	
Enhanced Home Fire Safety Programme	Scottish Fire and Rescue Service	Where an individual is identified as being at an increased risk from fire the Fire and Rescue Service will, in conjunction with other agencies, conduct an Enhanced Home Fire Safety assessment. Following this assessment additional safeguards can be introduced to reduce the risks of fire. These safeguards might include specialist fire alarms systems tailored to individual needs, a fire alarm system linked to an alarm receiving centre or in more extreme cases the installation of a domestic sprinkler system.	£25k
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Number of Reported Incidents of Domestic Abuse - Adults	789		SCT, Police Scotland (2 year Average 2010/11-2011/12)				
Percentage of Repeat Victim Incidents dealt with by Lothian and Borders Police	48%		SCT, Police Scotland (2011/12)				
Number of referrals to specialist Support Service			DAAS				
Number of recorded ASB incidents per 1,000 population	134		SCT (ASBU) (2 year Average 2010/11-2011/12)				
Number of Early interventions	918		SCT (ASBU) (2010/2011)				

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
made by ASB Partners							
Number of Road Users Killed	11		Police Scotland (5 Year Average 2006/7-2010/11)				
Number of Road Users Seriously Injured	86		Police Scotland (5 Year Average 2006/7 – 2010/11)				
Number of Children Killed or Seriously Injured in a Road Crash	9		Police Scotland (5 Year Average 2006/7 – 2010/11)				
One Year reconvictions frequency rate (%)	46.6	54	SNS (2009-10)		45.6		44.6

DRAFT

Health inequalities and physical activity

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Management Fees & Grants to Sport and Leisure Trusts	SBC	Physical Activity is a major strand of the delivery of sport and leisure services. Service outcomes are provided through programmes that enhance participation and widen opportunities across the full demographic spectrum. Target groups are also supported for access to services.	£2,336,298 (Includes Sports Facilities, Active Schools, and Sports development provision)
Outdoor Education & Adventure Sport	SBC	The service operates within both the curricular education service and the community. Strong links are advocated to develop sustainable outdoor learning experiences across a range of activities that impact on lifestyle behaviours	£156,948 (Includes Outdoor Facilities, Licenced Adventure Sport and Outdoor Experiences and Activities)
Healthy Living Network	Joint Health Improvement Team for NHS Borders and SBC	Targeted work with deprived communities and disadvantaged groups builds capacity for community led health improvement and provides community with knowledge, skills and resources to improve own health and wellbeing	£232,000 (includes % from Core JHIT)
Healthy Weight Action Plan	Joint Health Improvement Team for NHS Borders and SBC	Partners are taking range of actions to provide opportunities and conditions for and reduce barriers to healthy eating and physical activity. Work is taking place in a range of settings to maximise reach – schools; workplaces; communities, social care services etc.	Included within Healthy Living Network
Lifestyle Support Service (LASS)	NHS Borders	Individuals at risk of ill health associated with CVD, diabetes and stroke are supported to make sustainable lifestyle changes. Service uses motivational interviewing techniques. Programmes on offer - Keep Well (hard to reach groups) and Counterweight (weight management) and Lifestyle advice - provide a person centred approach.	LASS: £200,000 Keep Well: £110,000 Counterweight £46,000
Physical Activity	NHS Borders	Patients are screened to identify low levels of physical activity and signposted	Unable to quantify

Pathways from Primary Care and from Acute Care		to information, support and opportunities relevant.	
Sexual Health Strategy	NHSB / SBC	Building capacity in partner organisations and educating young people and other target groups about healthy relationships and prevention of STIs / HIV and unwanted pregnancy means that demands on public sector will be reduced in the long term.	£361,297 earmarked funding. £191,980 local direct costs for the sexual health service
Violence Against Women training	NHSB	Building capacity in partner organisations and communities by raising awareness will enable the early identification of domestic abuse and other forms of VAW, appropriate signposting and support thus reducing public sector costs in the long term.	Unable to quantify
Targeted interventions for protected characteristic groups (Equality Act 2010)	NHSB	Positive action to address particular health inequalities and real or perceived accessibility issues faced by groups of people with protected characteristics under the Equality Act (2010) will ensure that demands on public sector will be reduced in the long term	Unable to quantify
Health inequalities programme: people with learning disability	Joint Health Improvement Team for NHS Borders and SBC	By raising awareness and improving knowledge and skills among people with LD, staff, carers on range of health issues including: nutrition and physical activity; relationships and sexual health	£24,000 earmarked funding. Local resources unable to quantify
Health Promoting Health service	NHS Borders	Routine health care contacts in hospital settings are significant opportunities to promote health behaviour change, as secondary prevention.	£186,434 local direct service costs
Alcohol – whole population approach	NHS Borders	Delivery of Alcohol Brief Interventions in priority areas, Criminal Justice Social Work and Police Custody settings. Plan to roll-out to wider Social Work settings and to improve performance in any GP practices in relatively deprived areas where current performance is low.	£50,000
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
% of adults saying drug misuse or dealing is very or	7.6	11	SNS 2010				

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
fairly common							
% of 15 year old pupils who used illicit drugs in the last month	6	11	National ADP indicators from SALSUS 2010				
HEAT: Alcohol Brief Interventions	2727	61081	ADP Data collection 2011/12				
Number of families referred to Addaction Family Service	67	n/a	ADP Data collection 2011/12	210 (2013-16)			
Sporting participation	47.7	51	SNS 2009-10				
% of adult population who smoke	19.9	24.2	SNS 2009-10				
% of children walking or cycling to school	51.5	51	SNS 2009-10				
% journeys to work made by public or active transport	28	30.4	SNS 2009-10				
Proportion of adults making one or more visits to the outdoors per week	64	47	SNS 2009-11				

Outcomes for older people

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Older Peoples Joint Commissioning Strategy 2013-2023	Reshaping Care for Older People Partnership (NHS, SBC, Voluntary and Independent sector)	The strategy 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.	Currently identified £31m= SBC Older People's Services £47m= NHS hospital resources £TBC = NHS Community Services
Reshaping Care Change Fund	Reshaping Care Board and CHCP	The policy goal of this programme is to optimise the independence and wellbeing of older people at home or in a homely setting.	13/14 = £3.2m 14/15 = £1.3m
Volunteer Scheme to support older people in their homes (informal activities or help)	BHA	This scheme available to older people in Berwickshire is available through Seton Care to offer a wide range of informal support or social support to those who have become isolated.	Funded by Comic Relief for three years
Nutrition training	Joint Health Improvement Team: SBC & NHS	Equipping community staff and volunteers with knowledge and skills in nutrition of older people to enhance provision of food and fluids in social care settings and own homes	Unable to quantify
Rutherford Square	SBHA and SBC Social Work	Re-modelling and future proofing of a low homes to enable on site provision of a care team to frail older people.	SBHA - £850,000 SBC to be confirmed SBC- ongoing placement of clients
Community Transport	SBC	The community transport and social car scheme provides transport to those who experience difficulties using mainstream public transport, ensuring they can continue to access facilities and helping sustain them to live in their own homes for longer.	£52K per annum
Borders Care & Repair Service	Eildon Housing Association	This service, in collaboration with SBC provides support, advice and practical assistance to older and disabled households across the Borders to enable them to stay living safely at home for as long as possible. The service is recognised across Scotland as being a leading example of a preventative intervention and also	£973k (SROI £9 / £1)

		delivers an efficient mechanism for enabling medical adaptations in social rented properties.	
Extra Care Housing Service –Dovecot Court, Peebles	Eildon Housing Association and SBC	This service was opened in February 2013 and is the first extra care housing facility in the Borders. It provides 37 homes for elder households to enable independent living with care services being provided by the on-site SBC team in accordance with need. The service allows care to be provided in a homely setting, preventing the need to be admitted to institutional care.	Resources - £5.5m capital investment (Scottish Government, Eildon Housing Association, SBC)
TOTAL RESOURCES			

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
Dependency ratio	61.39	52.35	SNS 2011	Unable to set targets, but important to monitor over time as a CPP			
% of time in the last 6 months spent at home or in a community setting	91.4	90.7	SNS 2009/10	92%	93%	93.5%	94%
% of adults needing care receiving personal care at home or direct payment for personal care	67.6	60.4	SNS 2011/12	61.4%	62.4%	63.4%	64.4%
Number of patients waiting more than the agreed no. of weeks for discharge to appropriate setting (changing from 6 weeks to 2 weeks)	1	94	SNS 2009/Q4	0	0	0	0
75+ patients living at home with Anticipatory Care Plan	86	N/A	SBC SW Nov 2012	100 per year undertaken	100 per year undertaken	100 per year undertaken	100 per year undertaken
65+ patients with fall diagnosis	85		SBC SW Dec 2011	10% improvement	10% improvement	10% improvement	10% improvement

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023
conveyed to A&E							
% service users feeling safe	79.1	N/A	SBC SW Dec 2012	2% improvement	2% improvement	2% improvement	2% improvement
Proportion of people aged 75+ with Telecare package	26.9	18.3	Scottish Gvt Statistics 2012	28%	30%	32%	33%
Total occupied bed days of delayed discharge patients in month		NHS					
Emergency IP bed days for people 75 +		NHS					

Other Prevention Priorities within Scottish Borders

Work	Who is leading this?	How will this prevent problems and ease future demand?	Resources (with commentary)
Welfare Reform Programme	SBC/Strategic Partnership Against Poverty	By mitigating the impact of welfare reforms, and ensuring that those affected by the changes can access the advice and support they require, the CPP will prevent more costly interventions in the future e.g. homelessness, child poverty, mental ill-health etc.	Within resources 2012/13 = £14k 13/14= 0.5 FTE Grade 9
Health Promoting Palliative Care	NHS Borders	By supporting more open discussion about death, dying and bereavement, people will be better able to prepare for these experiences and to support those affected.	Included within Health Promoting Health Service
Mental health improvement: effective responses	Joint Health Improvement Team for NHS Borders and SBC	By improving co-ordination and links between community based services and raising awareness about the range of resources that offer support with mental health, partners will prevent problems escalating and build	£10,000 earmarked funding. Local

to common mental health problems		community capacity. SBC- the vast majority of this budget is core work with clients which is primarily focussed on support and enablement of healthy lives, rather than preventative measures.	resources unable to quantify SBC 2013/14 budget £2,269k
Suicide Prevention	Joint Health Improvement Team for NHS Borders and SBC	By improving how systems and services respond to those in crisis. By developing targeting approaches to build engagement and provide support for groups known to be at risk eg men with low mood, carers, those with money worries.	Unable to quantify
Health protection	NHS Borders	Screening and immunisation programmes protect population health and reduce demand on health care. Includes Detecting Cancer Early Programme with specific actions around raising awareness of symptoms, reducing risks, and promoting access to screening amongst deprived communities and vulnerable groups.	£393,000 local direct service costs
Transitions Project	SBHA	By providing accommodation and skills development support to looked after young people seeking to live independently. The project provides housing options and employability support, sustains tenancies and provides outreach support to young people moving on to permanent homes	Big Lottery funding - £347,000 2012 to 2016 Match funding SBC contribution £179,784 for concierge service at Albert Place over 4 years SBHA contribution £106,485 for Tenancy Support Officer post over 4 years
Transitions project	BHA	Using the model developed by SBHA and the local authority BHA plan to	BHA are

		develop a similar resource in Eyemouth	seeking grant funding
Help with Money	SBHA, Waverley Housing and BHA	Provision of financial inclusion services, supporting tenants with financial difficulties to manage their money and address multiple debt. The new project will build on addressing fuel poverty support.	BIG Lottery funding application for £606,191 at Stage 2.
Commissioning of early intervention and prevention services for children and families	CPP through CYPPP	A range of services focused on early intervention and prevention are commissioned by CYPPP as part of the Scottish Borders Children and Young Person's Services Plan. These are detailed below	£1,008, 266
Tenancy Support Service	Eidlon Housing Association in collaboration with SBC	The service supports vulnerable clients in order to sustain tenancies and reduce homelessness and repeat homelessness.	£90k
TOTAL RESOURCES			

INDICATORS (not in main SOA)

	Scottish Borders latest position	Scottish average	Source/ date of latest position	Target by 2016	Target by 2018	Target by 2020	Target by 2023

Community Planning Partnership Audit – June 2013 Specific Audit Recommendations and additional areas for improvement		
Strategic direction and leadership New governance and accountability arrangements have been established for the Partnership, but these need to be reflected in partner organisations own governance structures. The council will need to manage its leadership role carefully to create a new culture of shared leadership.	Executive Sponsor: Tracey Logan (SBC)	How we will take these recommendations and areas of improvement forward
1. Set an ambitious vision for the partnership which should build on the good outcomes already in place and focus on addressing the key challenges for the area, particularly in reducing inequalities		The Strategic Board agreed it's vision on 18 th April 2013 - “By 2023 , quality of life will have improved for those who are currently living within our most deprived communities, though a stronger economy and through targeted partnership action”
2. The partnership aligns priorities with the vision and translates it into a jointly agreed SOA		The jointly agreed SOA will be submitted to the Scottish Government in June 2013
3. Maintain oversight of all joint working initiatives and		The joint delivery team will be asked to present their

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<p>ensure all partnership arrangements are reflected in the SOA</p>		<p>key initiatives to the Strategic Board on an annual basis.</p>
<p>4. The partnership needs to identify key priorities where community planning can make an impact and realign resources and budget to these key priorities</p>		<p>Using the Strategic Assessment, the Strategic Board agreed on 18th April 2013 to focus on three key areas for the Scottish Borders</p> <ul style="list-style-type: none"> • Reduce inequalities (targeted approach) • Grow our economy (inward investment focus, railway, tourism) • Maximise the impact from the renewable sector (on economic growth and employment, income, health, fuel poverty) <p>The delivery teams can now start to consider how to best demonstrate the resources and budget that are aligned to these key priorities.</p>
<p>5. Provide a clearer distinction between setting the vision and scrutinising its delivery through the Strategic Board</p>		<p>Performance management arrangements will be strengthened to enable the Strategic Board to scrutinise the delivery of the vision.</p>
<p>6. SBC has a statutory duty to lead the process, but it must do so in the spirit of true partnership</p>		<p>SBC will continue to strive for stronger partnership working. The new governance arrangements including the Strategic Board will enable partners to contribute more fully in the decision making process and implementation of joint working initiatives.</p>
<p>7. Ensure that the agenda of the partnership reflects all partner engagement</p>		<p>Although SBC provide the administrative function for setting the agenda, partners are encouraged to bring items to the agenda.</p>
<p>8. The partnership needs to monitor the implementation of</p>		<p>A review of the governance arrangements is</p>

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<p>the new arrangements carefully to ensure that it delivers shared effective leadership of partnership working</p>		<p>scheduled for June 2014.</p>
<p>9. Leadership should be carried out by the organisation best placed to perform this role and that partners should be encouraged to lead on appropriate themes, projects and programmes</p>		<p>Partners are leading in a number of areas including the CPP Audit Action Plan. The Joint Delivery Team may wish to consider rotating the chairmanship of the Delivery Team.</p>
<p>Performance Management</p> <p>A robust performance management framework is required to enable the CPP to evidence and monitor performance and outcomes, and to drive and demonstrate continuous improvement.</p> <p>The Partnership need to identify key priorities, develop sufficiently challenging targets and monitor their progress.</p>	<p>Executive Sponsor:</p> <p>Calum Campbell (NHS)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
<p>1. Ambitious, but achievable targets</p>		<p>A Performance Management Group will be established to:</p> <ul style="list-style-type: none"> • Agree with the Strategic Board and the Joint Delivery Team the actions that are required to deliver the key priorities • Develop with the Strategic Board and the Joint Delivery Team the key targets and measures that will demonstrate successful outcomes and performance

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		<ul style="list-style-type: none"> • Monitor and evaluate progress using an agreed Performance Management Framework <p>This work will cover items 2, 3, 4 and 5 below</p>
2. Scrutiny of performance reports		As above
3. Reporting on performance and progress publicly		As above
4. Key indicators and measurements to evidence successful outcomes, performance and the impact of partnership working		As above
5. A jointly agreed delivery plan that sets clear improvement goals, and has clear timescales and ownership		As above
6. Progress on the SOA which must be reported to the Joint Delivery Team and Strategic Board		This will be carried out as part of the implementation of the SOA
7. Progress on the themes must be reported to the Joint Delivery Team and Strategic Board		Regular highlight reports are being presented to the Joint Delivery Team and the Strategic Board
8. Strengthening linkages between partner's strategies and the SOA		Partner strategy links have been included and highlighted in the SOA
9. Performance data that is presented in a user friendly way		The Theme Delivery Teams are taking a proactive approach in developing user friendly performance data
10. Consistent information at data zone level to measure progress towards reducing outcome gaps		This work is being developed from the Scottish Borders Community Planning Partnership's Strategic Assessment in relation to deprived areas

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11. Activities require to be costed and budgets established		The joint programmes will include budget information
12. Rationalise activity to ensure resources are being used effectively		This will form part of the remit of the recommendations considered by the Use of Resources Group
13. Realign resources and budget to identified key partnership priorities		This will form part of the remit of the recommendations considered by the Resources Group
14. Use SIMD data to identify key priorities within the Strategic Assessment		This has been carried out as part of the revised Strategic Assessment and will continue to be used across the Partnership
15. Clearly identifies and prioritises actions/work to improve inequalities		This has been identified as part of the prioritisation work of the Scottish Borders Community Planning Partnership
<p>Use of Resources</p> <p>The partnership has not identified the overall resources available to it, or how individual partner's resources can be aligned to deliver the agreed SOA outcomes</p>	<p>Executive Sponsor</p> <p>David Robertson (SBC)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
1. Realign resources and budget to identified key partnership priorities and SOA outcomes		Work has commenced in considering a methodology for identifying and realigning resources including revenue and capital budget
2. Ensure the partnership has the skills and abilities to deliver the strategic change agenda		This need requirement will be assessed as part of the work of realigning resources
3. Prepare a cross-sector Workforce Development		The preparation of this Strategy will follow on from the

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Strategy which includes a joint resourcing plan and supports the key strategic priorities and objectives		work of identifying and realigning resources and budget
4. Understand the total resources available as well as the contribution by each partner		This will be included in the work undertaken at item 1
5. Scrutinise contributions by all partners		The scrutiny process will follow the identifying and realigning resources and budget task at item 1
6. Identify and address resource and capacity issues		This will be undertaken as part of the scrutiny process as detailed at item 5
<p>Governance and accountability</p> <p>The partnership needs to ensure partners have a clear understanding of their roles and responsibilities.</p> <p>The Partnership needs to clarify and agree the mechanics through which partnership decisions will be reflected in the formal governance arrangements of partner organisations.</p>	<p>Executive Sponsor</p> <p>Liz McIntyre (Borders College)</p>	<p>How we will take these recommendations and areas of improvement forward</p>
1. Ensure partners have a clear understanding of their roles and responsibilities		A Memo of Understanding to be created which formalises the spirit of the partnership, agrees levels of responsibility and includes specific areas of responsibility
2. Review governance arrangements of the CPP after 18 months including a review of roles and responsibilities		Mapping exercise to be undertaken to baseline current governance arrangements of partnership and groups which report into the CPP

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<p>3. Clarify and agree the mechanics through which partnership decisions will be reflected in the formal governance arrangements of partner organisations</p>		<p>Partners will be asked to submit an annual report which details the extent of how CPP decisions are reflected within their own organisations, and to evaluate the effectiveness of these decisions</p>
<p>4. Enable and support partners to make a full contribution to community planning eg. agenda item for all Teams and Strategic Board – spotlight and updates from partners</p>		<p>Consider an Industry Update type report from each of our partners</p>
<p>5. Consider representation from the private sector</p>		<ul style="list-style-type: none"> • Create a register of interests and skills of the Strategic Board • Assess the register and consider if representation from the Private Sector is required
<p>6. Consider the governance of the Health & Social Care Integration Programme</p>		<p>This will be considered within the Integration Programme and proposals/recommendations brought to the Strategic Board</p>
<p>7. Clarify the arrangement between the area forums and local planning and service delivery by partners</p>		<p>Overview and information regarding the Area Forums to be presented to the Strategic Board</p>
<p>Community Engagement</p> <p>There is a strong commitment to engaging with local communities but it is not clear how this helps inform communities.</p>	<p>Executive Sponsors:</p> <p>Morag Walker (Vol Sector)</p> <p>John Mallin (Fire & Rescue)</p> <p>Andy Clark</p>	<p>How we will take these recommendations and areas of improvement forward</p>

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	(Police Scotland)	
1. Effectively co-ordinate community consultation		An audit of existing Community Engagement approaches will be undertaken to assess how the partnership can improve the co-ordination of community engagement activity. Establish a calendar of events that will allow greater collaboration within the partnership to involve local communities.
2. Involve local communities in initiatives to tackle health inequalities		The partnership needs to ensure that it engages with deprived communities to take steps to reduce health inequalities.
3. Engage and consult on key partnership priorities		<p>Using the Strategic Assessment, the Strategic Board agreed on 18th April 2013 to focus on three key areas for the Scottish Borders</p> <ul style="list-style-type: none"> • Reduce inequalities (targeted approach) • Grow our economy (inward investment focus, railway, tourism) • Maximise the impact from the renewable sector (on economic growth and employment, income, health, fuel poverty) <p>A Voluntary Sector event was held on the 16th May to raise awareness of the CPP structure, its priorities and how these relate to the Single Outcome Agreement, and highlighting the need for voluntary sector involvement</p> <p>The delivery teams can now start to consider how to best demonstrate the resources and budget that are aligned to these key priorities.</p>

