
Report to CLACKMANNANSHIRE COUNCIL

Date of Meeting: 27 JUNE 2013

Subject: SINGLE OUTCOME AGREEMENT 2013-2023

Report by: HEAD OF STRATEGY & CUSTOMER SERVICES

1.0 Purpose

- 1.1. The purpose of this report is to present to Council Clackmannanshire's Single Outcome Agreement (SOA) for 2013-2023. The report also provides information on the Quality Assurance (QA) and approval process for Single Outcome Agreements agreed by Ministers and COSLA in May 2013.

2.0 Recommendations

- 2.1. It is recommended that:
- 2.1.1 Council approve the final SOA for 2013-2023.
- 2.1.2 Council notes the QA and formal approval approach agreed by Ministers and COSLA.

3.0 Considerations

Context and Background

- 3.1. The Single Outcome Agreement sets out the partnerships' vision for securing long term outcomes for Clackmannanshire. It has been drawn up in consultation with our Community Planning partners and aligns with guidance produced by Scottish Government in December 2012.
- 3.2. This Single Outcome Agreement for 2013-2023 is significantly different from previous agreements, and meets the national expectations for 'step change' set out in the national review's published 'Statement of Ambition'. A clear focus of this agreement is greater integration of public service delivery across the partnership which will enable the Alliance to improve effectiveness and efficiency of our public services. A further focus of this agreement is to align the work of the partnership with national reform agenda on health and social care integration, shaping care for older people, early years collaborative and Police and Fire reform.

Quality Assurance and Formal Approval

- 3.3. An advanced draft Single Outcome Agreement for 2013-2023 was approved by Council on 14th March 2013 and submitted to Scottish Government at the end of March 2013. In May Ministers and COSLA agreed and implemented a Quality Assurance approach on draft Single Outcome Agreements with the aim of agreeing Improvement Plans and formally approving SOA's by the end of June 2013. The QA approach has three main aims which are to:
- Give Council leaders and Ministers confidence that SOA's are well developed and set the course for effective partnership working and joint delivery of outcomes;
 - Provide each CPP with useful feedback and challenge to help further develop its SOA and undertake improvement thereafter; and
 - Identify steps that that will require action from the Scottish Government and local government to enable CPPs to develop and improve.
- 3.7 The Quality Assurance team, which met with the Council's Chief Executive and Head of Strategy & Customer Services, Clackmannanshire on June 13th, comprised senior officers from NHS Orkney and Police Scotland. The QA approach was largely informed by key elements of the SOA guidance issued in December 2012 but was also complemented by Audit Scotland's report on 'Improving Community Planning in Scotland', high level findings on draft SOAs by the Improvement Service and more detailed analysis undertaken by Scottish Government policy teams.
- 3.8 The outcome of the QA process is the joint identification of a small number of key priorities or improvement actions which will provide the basis for continued development and improvement of SOAs and in due course will be reflected in SOAs as improvement plans. Although we are yet to receive the agreed Improvement Plan, indicative feedback was provided on strengths and weaknesses of the SOA through the QA visit.
- 3.9 In terms of strengths we have received initial feedback that the SOA shows good understanding of place, evidences strong CPP leadership and governance and practical implementation of integrated working approaches through Integrated Mental Health and Shared Services. Initial areas for improvement include explicit narrative on joining up resourcing, particularly around reshaping care for older people and Health and Social Care Integration, and clearer narrative on linking outcomes to reduce reoffending and youth justice. Although these sections have been strengthened following QA feedback, the formal approval process provides scope for these improvements to be made over the course of developing the Single Outcome Agreement in its first year.
- 3.10 Following update based on feedback provided as above, a final SOA 2013/23 for Clackmannanshire is attached at Appendix 1.

4.0 Resource Implications

- 4.1. There are no direct financial implications arising from this report, although there will be strategic impact with potential resource implications in implementing this Single Outcome Agreement.
- 4.2. There are no staff implications arising from this report, though there will be a strategic impact, with potential staff implications in implementing this Single Outcome Agreement

5.0 Exempt Reports

- 5.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

6.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input checked="" type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

- (2) **Council Policies** (Please detail)

7.0 Equalities Impact

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☒ No ☐

8.0 Legality

- 8.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

9.0 Appendices

- 9.1 Appendix 1 - Clackmannanshire SOA 2013/23

10.0 Background Papers

- 10.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
- Yes ☒ (please list the documents below) No ☐

Scottish Government and CoSLA briefing papers on National Review of CPPs and SOAs.
Scottish Government Statement of Ambition
Guidance on Single Outcome Agreements
Quality Assurance of Draft Single Outcome Agreements

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Clackmannanshire Single Outcome Agreement 2013-2023



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INTRODUCTION

This Single Outcome Agreement is a joint statement from the Clackmannanshire Community Planning Partnership, and sets out our vision for securing long term outcomes for our communities in Clackmannanshire. The Clackmannanshire Alliance presents this Single Outcomes Agreement in conjunction with the Local Policing and Fire plans for Clackmannanshire, as a suite of closely integrated plans focused on delivering positive outcomes for communities.

The Single Outcome Agreement for 2013-2023 priorities have been jointly developed, agreed and approved by all partners in the Clackmannanshire Alliance. As a partnership, we recognise the context for delivering these ambitions is unprecedented, with public sector reform, welfare reform and poor economic forecasts increasing degrees of complexity. Whilst the context is challenging, it underlines the importance of strong collaborative working, of which we are justifiably proud in Clackmannanshire.

This SOA has been developed in the full knowledge that step change is needed now if we are to break the cycle of deprivation that creates inequalities in Clackmannanshire, whilst rising to the challenge of ensuring the sustainability of high quality universal services that are essential for our most vulnerable groups and communities.

This agreement sets out our vision, priorities and objectives for Clackmannanshire for the next 10 years. By the end of that period, the way services are delivered in Clackmannanshire will have a very different look and feel from the present. They will be delivered in a much more integrated way, not limited by organisational considerations or boundaries, at the heart of which will be a 'whole systems' approach, designed around customer life stages delivering positive outcomes, through getting it right for all our children, adults and communities. Our systems will be focused on prevention, with collective, intelligence-led working focusing collective resources at points of early intervention that will deliver better opportunities for all. Services will be focused on place, with all agencies working collectively with communities, not in a paternalistic way, but as equal partners, releasing potential, and realising community aspirations in ways that will deliver sustainable regeneration and growth.

In essence, this SOA is about a better Clackmannanshire; better, more sustainable and integrated services, working collectively enabling better and more cohesive communities, creating better equality of opportunity and therefore a better quality of life for all our citizens.



UNDERSTANDING PLACE - ABOUT CLACKMANNANSHIRE

Our Communities and partners have high expectations for Clackmannanshire as a place to live, work and visit. We have in recent years seen improvements in transport links, a £2 million programme of improvements to Alloa's town centre and significant improvements to Clackmannanshire's educational infrastructure. We have also seen improvements across a range of quality of life measures, and evidence of the gap closing between our most and least advantaged communities in Clackmannanshire.

This Single Outcome Agreement however is ambitious and focuses on improving outcomes for people living in Clackmannanshire, as well as addressing and preventing the causes of chronic deprivation that affects a relatively small number of communities in Clackmannanshire, but which has a high impact for many families. This section of the Single Outcome Agreement, is about understanding our communities, understanding the issues and impacts of future challenges as well as the opportunities for partners to improve the outcomes for people living in Clackmannanshire.

The partners of the Clackmannanshire Alliance commissioned several pieces of key work to better understand our communities in Clackmannanshire. This work has ensured that partners have a sound understanding of the issues, challenges and opportunities for our communities. The key pieces of work that have enabled partners to understand place are;

- Independent review of the impact of Public Sector change and reform on Clackmannanshire.
- A joint strategic assessment of local, national and partnership evidence and data
- A council-led review on economic resilience in Clackmannanshire, in light of welfare reform in particular.
- Partners development sessions with community partners.

Economy & Growth

One of the key future challenges for Clackmannanshire, is the national and our local response to the continuing economic picture. Clackmannanshire has shown a steadily worsening economic picture compared with other areas in Scotland and we continue to see rising trends of unemployment well above the national average. Clackmannanshire also evidences downward trends of employment, higher than average levels of youth unemployment and higher than average levels of dependency on key benefits. Clackmannanshire also features relatively high levels of school leavers with negative destinations and relatively poor rates of business start ups.

The impact of the economy, together with current and future challenges of public sector reform, cuts in public expenditure and the impact of welfare reform, will have a significant impact on local people living in Clackmannanshire. We expect to see;

- Increased dependency on key benefits as a result of fewer jobs and rising unemployment trends.
- Increased numbers accessing key benefits, together with impact of welfare reform, reducing household incomes and impacting on levels of homelessness, debt and social problems.
- Lower incomes and lower spend in Clackmannanshire, impacting on businesses relying on local spend, and also impacting on demand for core services and support provided by partners.

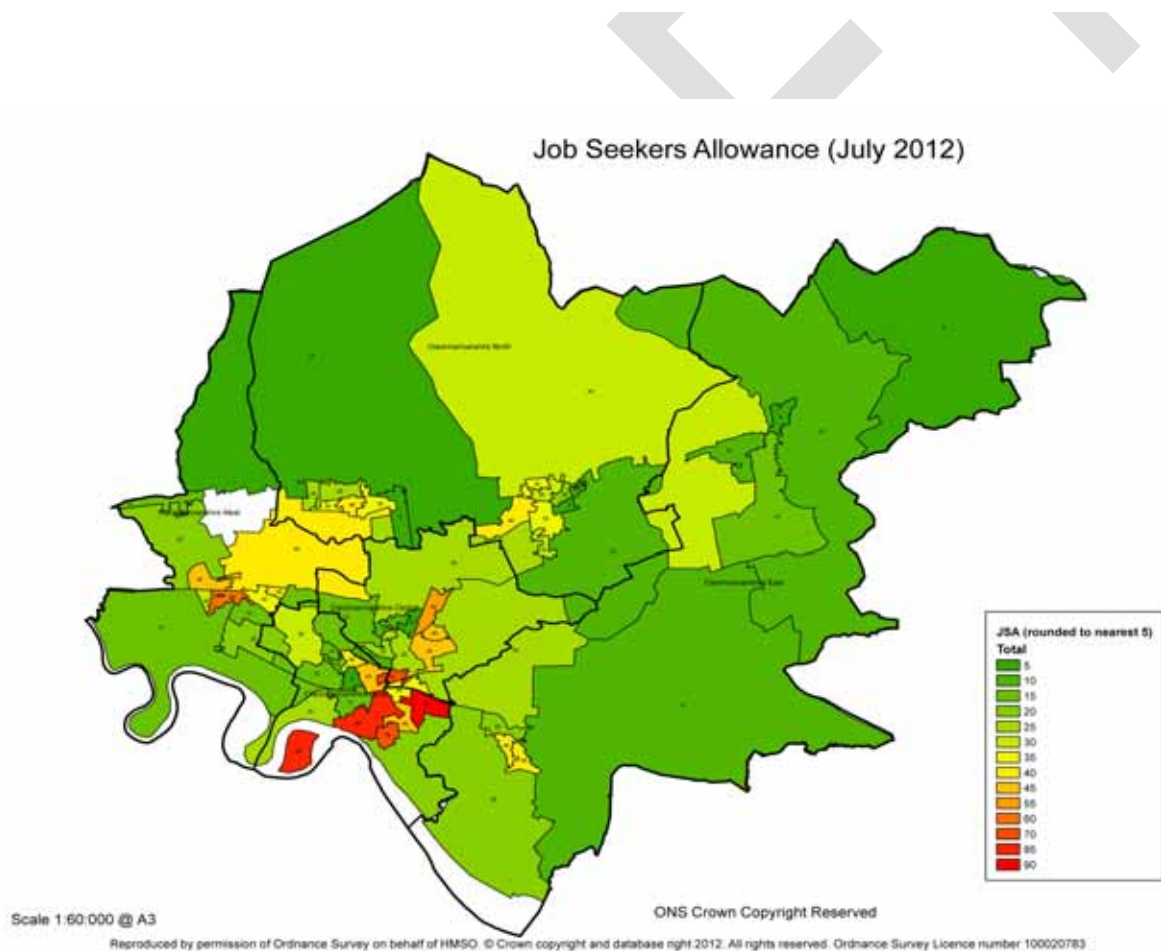
We know from work undertaken in preparation of this Single Outcome Agreement that these impacts are likely to be compounded by further job losses in both the private and public sector, rising costs of living, lower welfare income into Clackmannanshire, significant issues in managing revenues through changes to welfare payments as well as factors such as provision of money and debt advice, homelessness and health and social impacts on communities already significantly disadvantaged. We also recognise the importance of the third sector in this challenging context and the vital role they play in providing services and support to communities experiencing difficult financial circumstances.

Key Benefits

Although the overall proportion of the working age population claiming key benefits slightly decreased between 2011/12, young people claiming key benefits increased. The numbers of working age population claiming Job Seeker's Allowance increased by 14% between 2010 and 2012, with female and 18-24 year old claimants contributing significantly.

In 2012, one in ten young Clackmannanshire was dependent on Job Seeker's Allowance (higher than the national average of 7.1%). Dependency on Job Seekers Allowance is most evident in parts of Alloa, where the rate is more than twice as high as for Scotland.

This map shows the communities in Clackmannanshire with the highest numbers of people dependant on Job Seekers Allowance



Demographic Change

In the last ten years the population of Clackmannanshire has grown by approximately 6%, almost twice as quickly as the population of Scotland. Current projections suggest that by 2035 Clackmannanshire's population will grow by 13.8% from 50,630 people to 57,629. The most significant change will be in pensionable groups - by 2033 every fourth person in Clackmannanshire will be 65 years old or more, and overall dependency ratio for the elderly will almost double meaning that there will only be two people aged 15 - 64 for every person over 65 years old. This puts both financial and societal pressures on the council to put appropriate actions in place over the coming years.

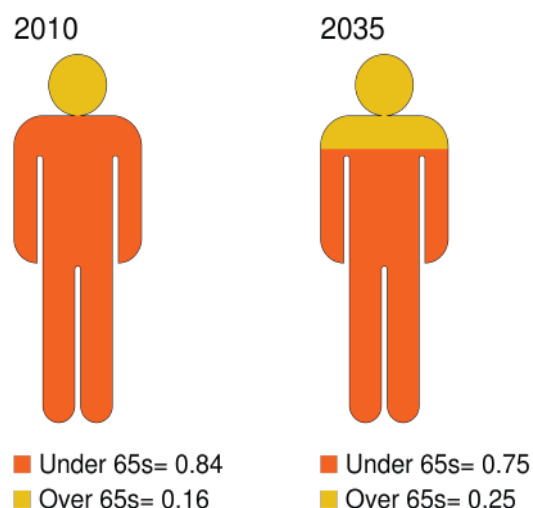


Figure 1 Age structure change, 2010 - 2035

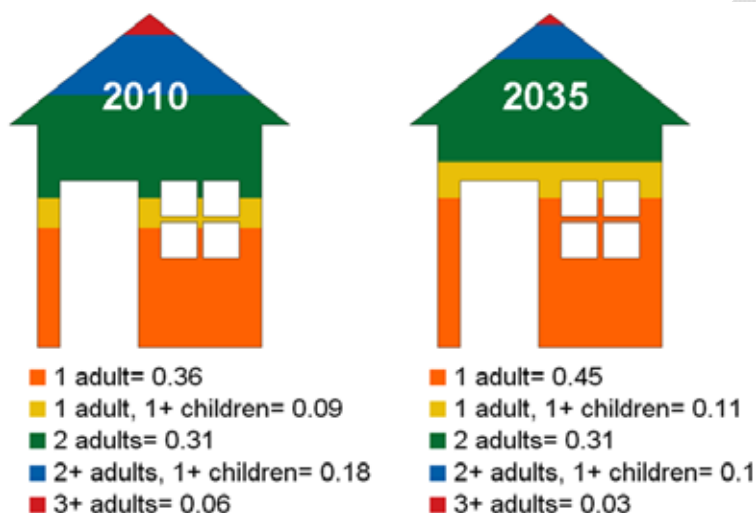


Figure 2 Households size change, 2010 - 2035

The number and structure of Scottish and Clackmannanshire's households is also expected to increase and significantly change by 2035. Clackmannanshire is expected to see a 28% rise in households (which equals to 256 new households annually), which is higher than the projected rise for Scotland. The next 25 years will see Clackmannanshire and the whole of Scotland move away from the traditionalist multi-person household towards small, single-adult households. These will increase by 62%.

Clackmannanshire, reflecting the national picture, will see structural change to households by 2035 with almost half of all households being a home to a single adult. The number of larger households (two adults with more than one child) is expected to decline by over 10% by 2035. Over the next 25 years, the demand for single households will be 30% higher than it currently is.

Health and Well-being

Partners in Clackmannanshire have a clear understanding of the complicated correlation between economic and growth factors and the health and well-being of a community. Sustainable employment and income are necessary for ensuring positive health and wellbeing, and a thriving economy relies on people who are fit, and ready for employment. Education, employment and income are therefore crucial factors in preventing and eradicating social inequality.

The key factors impacting the health and wellbeing of residents and communities in Clackmannanshire are predominantly quality of life indicators including poor mental health and familial and cyclical health risk behaviours (smoking, diet, exercise, alcohol). Health inequalities across Clackmannanshire are stark with high instances of teenage pregnancies, poor maternal health, smoking and alcohol dependency in our least advantaged communities. These factors, along with low

ability and aspiration to access employment and development often results in long term negative outcomes for families - a pattern which is passed from generation to generation.

Tackling health inequalities, particularly around early years is crucial for improving health and well-being outcomes for communities in Clackmannanshire. Partners recognise that the highest demand on core services in Clackmannanshire come from a relatively small number of families in concentrated areas of our communities. Partners also recognise that health inequality and wellbeing is inextricably linked with wider health and social factors including alcohol and substance use, crime and anti-social behaviour and violence in the home.

Natural and Built Environment

Clackmannanshire is fortunate to have a wide variety of open spaces, including formal areas such as parks and play areas, and more natural areas such as woodlands, glens and hills. These sites are linked to each other and the rest of the County by an extensive active travel network, including paths and cycle ways. Improving the quality of our open spaces is an important factor in improving health and wellbeing as well as promoting Clackmannanshire as an attractive place to visit.

Conservation of our heritage and buildings, and managing vacant and derelict space is another important factor in improving our communities in Clackmannanshire. Clackmannanshire has seven conservation areas, which are areas of special architectural and historic interest, mostly in the centre of towns and villages. Some of these, such as Alloa Tower and Castle Campbell, are already visitor attractions, while others are being explored and promoted through the Ochils Landscape Partnership.

Clackmannanshire's greenhouse gas emissions have risen since 2005, and per-capita emissions are significantly higher than the Scottish average. The increase in emissions is mostly attributable to industrial and commercial sources which demonstrates the importance for partners to work with local business to help reduce greenhouse gas emissions.

UNDERSTANDING PLACE - KEY ISSUE, CHALLENGES AND OPPORTUNITIES

Looking forward there are a number of key issues, challenges and opportunities that the Alliance must focus on. These areas have been identified in partnership and are based on sound evidence.

Local Economy & Growth

Clackmannanshire has rising trends, and higher than average levels of unemployment, youth unemployment and benefits dependency, particularly in our most vulnerable communities. At present, in comparative terms at least, we perform more poorly than any other local authority area in relation to positive destinations for school leavers. The local economy reflects the unprecedented context of the national economy, which remains in a period of very poor economic growth. The key challenges identified for Clackmannanshire are:

- Low aspirations for young school leavers.
- School leavers insufficiently equipped and skilled to take advantage of what opportunities there are in local job market.
- Low job density in Clackmannanshire and barriers to accessing jobs in neighbouring areas.
- Fewer jobs and more people seeking employment as a result of welfare reform
- Local businesses impacted by reduction in local spending

Opportunities identified, where partners can collectively impact include:

- Aligning support to businesses, business start-ups and engagement with schools and Forth Valley College around a clear understanding of business growth sectors in Clackmannanshire;
- Creating apprenticeships, skills programmes and volunteering opportunities for local young people leaving school that link with local industry demands.
- Significantly raise aspirations for young people leaving school - this could include education on the realities of unemployment and benefits dependency.
- Assisting local people to access employment outwith Clackmannanshire through travel support.
- Providing good quality integrated information, advice and appropriate support services to assist people to access funding for training and job opportunities;
- Providing good quality integrated information, advice and appropriate support in relation to welfare reform, money and debt management;
- Ensure that procurement policies and practices of all partners do not disadvantage local employers or social enterprises.

The demand for housing continues to grow and household numbers rise, but the impact of the economy has reduced the volume of new houses being built and the ability of families to secure funding to buy their own homes. There is increasing pressure on the housing system to provide low cost homes for more people. We need to provide a healthy mix of housing of different types and tenure to provide sustainable options but particularly for additional affordable housing to meet the needs of the community. There is also a need to provide new family homes to try and reduce the age imbalance and contribute to housing led economic regeneration.

We also know that the structure of our population and households are projected to change. We will see a higher than the national average increase in the number of households in Clackmannanshire, and a shift towards smaller single adult households from traditional multi-person households. A key issue for Clackmannanshire is therefore ensuring the availability of good quality, efficient and affordable housing that meets the needs of our changing population structure. With ambitious national targets for achieving energy efficiencies, an average investment of £7000 per home is required to meet early targets and an even greater investment required to meet the 2050 target.

Demographics - an ageing population

We have a rising population in Clackmannanshire with people living longer and with people of pensionable age making up the largest proportion of the rise in population. Medical advances are improving clinical outcomes significantly, which includes increasing numbers of adults with complex needs living much longer. As our population overall ages, conversely the working age population is projected to fall over the next 10 years. The cost for partners of looking after an increasingly elderly population, will therefore rise dramatically at a time when the wealth creating working age population is expected to contract. With little prospect of growth in public sector budgets, without new approaches, reducing resources will inevitably migrate towards acute health and social care services for these older people. Planning for more however, will not be sufficient, we will also have to shift resources significantly towards anticipatory health care approaches, including public awareness and health advice and information services, that will enable more of us to remain healthier for longer, and therefore stemming the increasing burden on health and social care service. The integration of health and social care therefore will play a crucial role in ensuring sustainable, high quality service provision.

The demand for housing continues to grow as household numbers rise, but the recession has reduced the volume of new houses being built and the ability of individuals to find the funding needed to buy their own home; meanwhile the number of families on low incomes and dependent on welfare is increasing. There is increasing pressure on the housing system to provide low cost homes for more people. We need to provide a healthy mix of housing of different types and tenure to provide sustainable options but particularly for additional affordable housing to meet the needs of the community. There is also a need to provide new family homes to try to reduce the age imbalance and contribute to housing-led economic regeneration

Improving energy efficiency and reducing fuel poverty is a priority because of its impact on individual households and their quality of life, and because of the damaging effect on the environment. It is important that we take advantage of the various initiatives available which provide an opportunity to significantly improve the energy efficiency of local homes as well as bringing investment into the local economy and supporting jobs in the energy business.

Households suffering from fuel poverty can be especially vulnerable so it is crucial to target this group to ensure that these individuals are aware of all the programmes available to assist them. Some will also be affected by welfare reform, cutting their household benefits and reducing rent subsidies which will worsen fuel poverty levels.

Community Well-being & Prevention

Clackmannanshire has a number of communities which have experienced multiple levels of deprivation for over a generation, with high levels of income, employment and education deprivation commonplace. Economic modelling also indicates we may also have a number of communities, that without preventative interventions, may be on the cusp of high levels of deprivation, with the impact of the recession and welfare reform likely to make its biggest impact on the families living in these areas.

Health inequalities across Clackmannanshire is stark with higher instances of teenage pregnancies, poor maternal health, smoking and alcohol dependency in our least advantaged communities. There is a high demand on partner services and core provision from a relatively small number of groups and families in concentrated areas of our communities. Identifying and supporting these vulnerable families is a key component of our prevention and early intervention approaches.

These provide clear indicators for targeting approaches. This includes opportunities to reduce demand through preventative approaches, or at least earlier interventions, including advice, information and support targeted at high risk groups to ensure healthy lifestyles are adopted earlier and maintained throughout life. Furthermore, there is a compelling case, within the context of the early years and GIRFEC frameworks, for adopting intelligence-led approaches, focusing integrated partner support on the relatively small number of complex families that have a disproportionate impact on cost. By modelling our framework around key life stages, we can bring sharper focus on events or

behaviours that will indicate where support is required, enabling services to be directed at where they will have the greatest impact.

We already know that health and social inequality is higher and entrenched in some communities in Clackmannanshire. Cyclical patterns and trends evidence that approaches and resources need to be better coordinated and targeted at prevention and earlier intervention if we are to break the cycle of inequality.

Some of the key areas identified, where partners can ensure focused impact are;

- Identifying the families and groups which are most vulnerable to the impact of the economy, welfare reform and poverty and target collective resources to provide information, advice and support;
- Ensure that change funds are aligned with our life stages concept and enable transformational change around the prevention and early intervention agenda;
- Ensure our partnership support frameworks are streamlined, inclusive and shaped around key life stages and milestones throughout a life, within the context of the 'customer's journey' and an overall quality management system that aims to get it right first time, every time;
- Focus multiagency efforts on hitting key early years milestones, as defined within the Early Years Collaborative, that are proven to improve outcomes for children;
- Effectively integrate multiagency tactical and operational processes and information sharing systems around the GIRFEC framework, aimed at hitting key milestones that are proven to improve outcomes for children and young people;
- Within the context of Early Years and GIRFEC frameworks, focus intensive multiagency support where we know it will have the greatest impact, i.e. improve parenting, life skills, including problem solving, healthy life choices and employability of high risk adults at known effective 'teachable life moments' to stop the cycle and patterns of negative and risk behaviours, including with alcohol and substances;
- Improve systems for information sharing at tactical and operational levels to enable, where milestones are not being met, there is rapid and early intervention to provide support, or where appropriate, challenge behaviours that are putting themselves and others at risk, particularly around youth justice and re-offending.;
- Integrate advice and information services within the concept of learning communities to improve general population health, quality of life and wellbeing including improved community cohesion.

Community Regeneration & Development, Sustainability & Community Resilience

With public service budgets reducing year on year, combined with other pressures, including the demands and costs associated with an aging population, it is inevitable that the public sector will continue to contract, focusing increasingly on essential public services and how they are designed and delivered. Our vision for Clackmannanshire includes public services focussed on place with all partners working in an integrated way with communities to deliver services around customer life journeys within a 'whole systems approach'.

Achieving this will require partners to engage communities in ongoing dialogue so that they can understand impact, influence local priorities and ultimately shift the nature and design of local services. Community regeneration and development should lie at the heart of this dialogue, with public and third sector providers working in partnership with communities, bringing to bear the power of combined and collective assets on a coproduction basis to deliver community aspirations, based on plans for place. Ensuring the frameworks to enable engagement and empowerment of communities is a key challenge and opportunity for all partners in Clackmannanshire.

Improving sustainability and community resilience, in its widest sense, will also bring opportunities for partners in Clackmannanshire. Our vision of services shaped around place will require our communities to be resilient and empowered to solve problems for themselves. Whilst all partners have a duty to contribute to national targets to reduce Scotland's greenhouse gas emissions, the

solutions and consequences are also challenges facing communities, not least energy efficiency and the impact of climate change.

The effects of climate change in Clackmannanshire are well known including; the likelihood of hotter, drier summers and warmer, wetter winters with increased frequency and intensity of unpredictable extreme weather events causing flooding, subsidence, wind damage and heat stress with additional knock on health and economic impacts. A key challenge for the partnership will be to ensure that everyone in the community, including businesses, is prepared and able to adapt, and that partners are able to respond to changing demands for services and to disruptions to service delivery caused by extreme weather events. Through its Public Duties, the Scottish Government has set an ambitious target of reducing greenhouse gas emissions by 42% by 2020 and 80% by 2050, across all sectors. Achieving these ambitious targets will require the collective will, resources and assets of all partners and communities.

The quality and quantity of the natural and built environment varies across the county, with some communities better able to take advantage of it than others. We recognise that a well-managed and well-used environment contributes to improving people's lives and attracts businesses in a number of ways; conversely, poor and degraded environments are associated with health inequalities. There is a clear case for undertaking improvements to the natural environment with environmental management and enhancement contributing to community wellbeing, both in the short and long term. Environmental work can reduce the impacts of climate change such as increased flood risk; provides opportunities for volunteering and employability; land based, green and low-carbon industries and tourism offer opportunities for business, increased employment and training, and cycling routes provide alternative routes to work and school helping combat congestion and reduce emissions.

PLANNING FOR OUTCOMES - OUR VISION FOR CLACKMANNANSHIRE 2013-2023

The Clackmannanshire Alliance has ambitious aspirations for improving outcomes for residents in Clackmannanshire's communities. The Alliance has well established foundations of partnership working in Clackmannanshire and aims to build and improve on those foundations in the implementation of this Single Outcome Agreement over the next 10 years.

In meeting the key challenges and opportunities in *Working Together for A Better Clackmannanshire* our vision is;

Better, more sustainable integrated services, working collectively enabling better more cohesive communities, to create equality of opportunity and a better quality of life for all.

To achieve our vision the Alliance has agreed 9 priority outcome areas for focus over the next 10 years. These priorities are set out in our Community Plan 'Working Together for Clackmannanshire 2010-2020' and were developed with our partners. These 9 priority outcomes are closely aligned with the national performance framework, Scotland Performs, set out at Appendix B of this agreement. Our 9 priority outcomes are:

- Clackmannanshire has a positive image and attract business and people;
- Communities are more inclusive and cohesive;
- People are better skills, trained and ready for learning and employment;
- Communities are and feel safer;
- Vulnerable people and families are supported;
- Substance misuse and its effects are reduced;
- Health is improving;
- Our environment is protected and enhanced;
- Our public services are improving

The following six key areas of inequality identified within the National Review on Community Planning and Single Outcome Agreements are integral to our priority outcomes areas:

- Early Years and Early Intervention
- Outcomes for Older People
- Employment
- Economic recovery and growth
- Health improvement
- Safer and stronger communities

Within these priority outcome areas, the Clackmannanshire Alliance has identified 10 year long term outcomes, 3 year medium term outcomes and 1-3 year areas for action. Each of the six areas of inequality are reflected in these outcomes and areas for action. Outcomes and areas for action are established under 2 key priority areas which are;

- Economy and Growth and;
- Community Wellbeing.

There are a number of key strategies in Clackmannanshire which set out how improved outcomes will be secured for Clackmannanshire. These key documents include; the Community Plan for Clackmannanshire, the Councils Corporate Plan for 2012-2017, the Local Policing Plan for Clackmannanshire and the Local Fire Plan for Clackmannanshire. These strategies are all closely aligned with the priorities and areas for action in this Single Outcome Agreement.

Appendix B sets out the links between our local priorities and the national priorities for Scotland.

Developing the Single Outcome Agreement for 2013-2023

The Clackmannanshire Alliance commenced the process of developing this Single Outcome Agreement in March 2012. This process has included and involved every partner at each stage of the development, culminating in a public consultation that took place in January and February 2013.

In developing this Single Outcome Agreement the Alliance took a number of key steps. Firstly we commissioned several pieces of work to inform our collective priorities for Clackmannanshire. This work has ensured that partners have a sound understanding of the issues, challenges and opportunities for our communities in Clackmannanshire, and also understand the collective outcomes that we aim to achieve as a partnership. The key pieces of work that have informed this process include:

- An independent review of the impact of Public Sector change and reform on Clackmannanshire;
- A joint strategic assessment of local, national and partnership evidence and data;
- A review of economic resilience in Clackmannanshire, in light of welfare reform in particular;
- A review of good practice and 'pathfinder' projects in Scotland;

In addition to this work, the Alliance has held a number of workshops and development days with all partners. This has included facilitated work with partnership teams, facilitated work with Alliance partners and facilitated development sessions with community partners. These sessions have been held throughout 2012/13 to explore and identify priorities, new ways of working, areas for action and how to collectively manage performance and continuous improvement. Our community partners, through Clackmannanshire Third Sector Interface, Joint Community Councils Forum and Tenants and Residents Federation have been involved at each development workshop. Consultative briefings have also been held with senior managers and elected members, followed by a partnership wide and public consultation.

Delivering Transformational Change

In responding to the national review, Christie and the publication of the 'Statement of Ambition' the Alliance has followed key principles in determining the priority action areas, and in determining where resources will be focused. These principles are:

- Shifting partnership focus and resources towards prevention and early intervention
- Integration of public services at a local level, enabling a focus on 'whole systems' approach.
- Investment in leadership, capacity and development of our people working and supporting the delivery of this Single Outcome Agreement.
- Transparency, accountability and innovation in delivery, performance and accountability of performance.

These principles form the basis for how partners will deliver the 'step-change' that is expected through this Single Outcome Agreement. Much of the work that partners have done to date is in mapping out and designing what we will do in moving towards more integrated design of services and 'whole systems' approaches of working. The Clackmannanshire Alliance accepts that this is a long-term vision, however the foundation for achieving this vision are laid through this Single Outcome Agreement.

In ensuring that the partnership is organised to enable transformational change, we have agreed 4 practical steps which will shape services around the customer and in line with 'whole systems' approaches. These steps are:

- To integrate our intelligence gathering, information sharing and community engagement and development resources and approaches;

- To organise the totality of our collective resources, not according to organisational boundaries, but as needed to deliver agreed positive outcomes for Clackmannanshire;
- To embed agreed priorities for Clackmannanshire within all our relevant strategies and plans and take action to deliver these as part of a culture of collective responsibility;
- To integrate our performance management and reporting arrangements to enable sound scrutiny and accountability to local elected members.

All partners in Clackmannanshire are committed to achieving our vision in delivering transformational change and the steps that are necessary to ensure that we are appropriately organised to enable change. A number of key projects are underway in driving forward our transformation agenda currently. These include;

- A mapping exercise around existing whole systems approaches and early years framework;
- A partnership review of Reshaping Care for Older People (RCOP) ensuring its alignment with this Single Outcome Agreement;
- A project reviewing our work in supporting vulnerable people, particularly around the impact of welfare reform and poverty;
- A project reviewing our approaches to engaging with our communities;
- A project reviewing co-location of key partners
- A review and mapping of all voluntary sector organisations providing services in Clackmannanshire.
- The establishment of a business improvement 'locality management' pilot project in Tullibody.

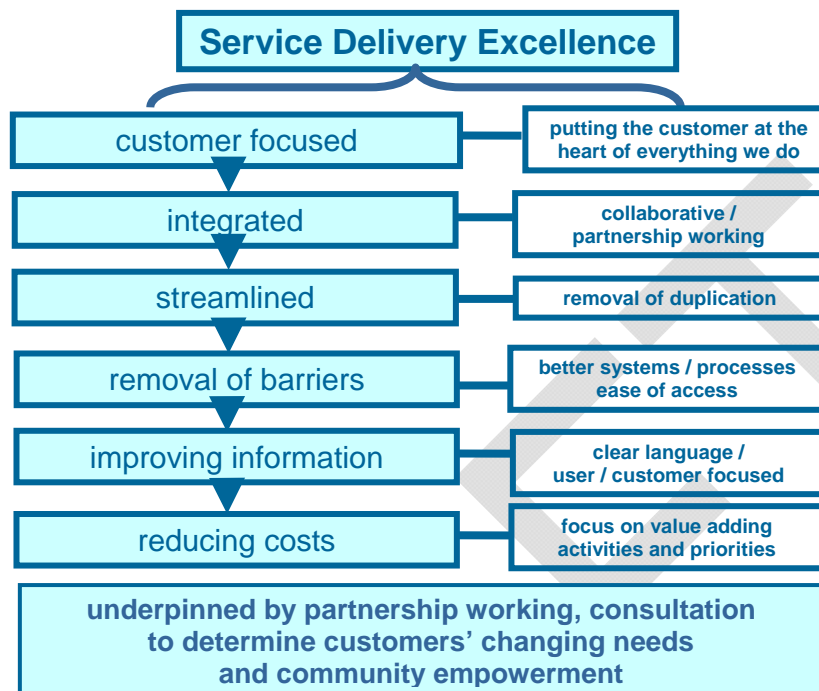
All partners in Clackmannanshire are clear about the importance of an increased pace of change in implementing the changes necessary in how we deliver service and secure improved outcomes for our communities. Although the process is ongoing, the Clackmannanshire Alliance have made significant efforts in ensuring that the correct structures are in place with the right partners and right people in order that we can deliver effective and efficient transformational change in deploying the key areas for actions set out in this agreement.

Enabling Transformational Change in Clackmannanshire

Achieving transformational change in how we deliver services requires the partnership to improve outcomes for people, tackle inequalities and ensure financial sustainability in the face of continuing challenges. This approach will ensure a more efficient and effective focus on public service delivery, with clear mechanisms for accountability of delivering outcomes.

The partnership identified local outcomes on how we will achieve transformational change. These outcomes, which are set out in [Figure 5](#) ensure that services are; designed around local needs; we share resources and integrate service delivery where appropriate with a view to reducing delivery costs; we remove barriers and duplication in providing services to communities; we improve our information and our interventions are shaped around priorities. Underpinning these outcomes are the principles of working in partnership, consultation and engagement with communities and empowering our communities.

Figure 5 - Transformational Change Service Delivery Outcomes

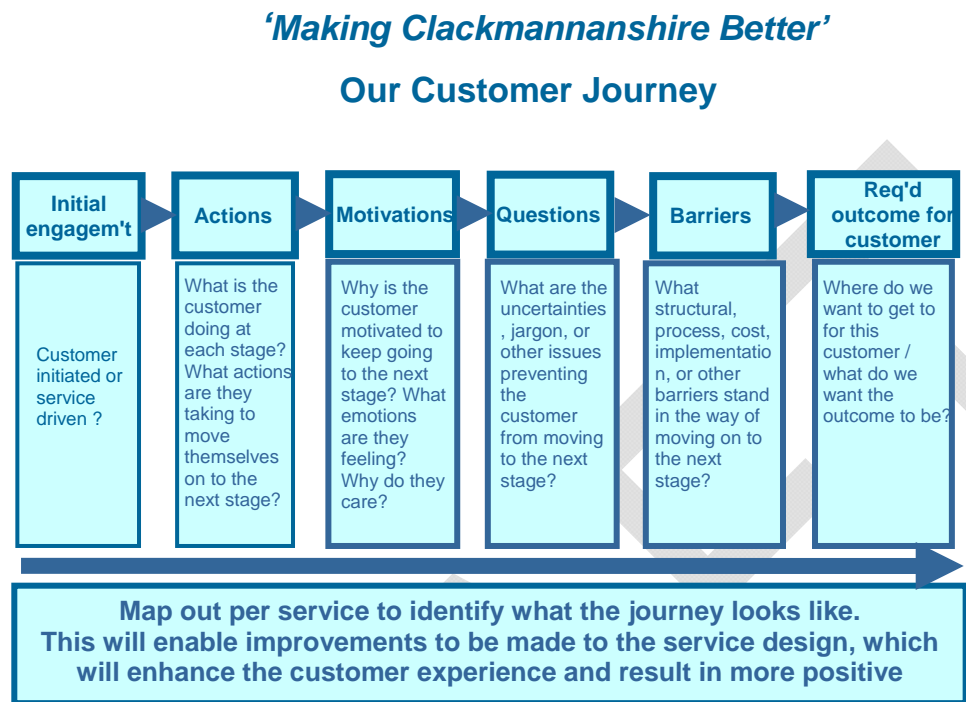


Vision for integration

In Clackmannanshire, the key to securing transformational change in through our vision for partnership and integrated working. Designing and shaping services around the needs of our collective customers, or the 'Whole Systems Approach' is central to delivering improved services for our communities and ultimately in securing improved outcomes for Clackmannanshire. This approach involves all partners collectively designing services around communities, needs and priorities - both at a strategic and operational delivery level. This vision builds on well established models of integrated working around shared services, health and mental health services, GIRFEC, Early Years and Whole Systems Approaches around youth justice.

Our vision for integrating public services is shaped around the customer journey. Our vision recognises that in progressing through the main life stages partners have several opportunities to support positive progression. The model at figure 6 sets out the customer journey and maps out each interface that the customer has with services through that journey, the opportunities and the barriers. The model helps to highlight how better integrated and more streamlined service design around the needs of the customer can help prevent failure of achieving positive outcomes.

Figure 6 - Our Customer Journey

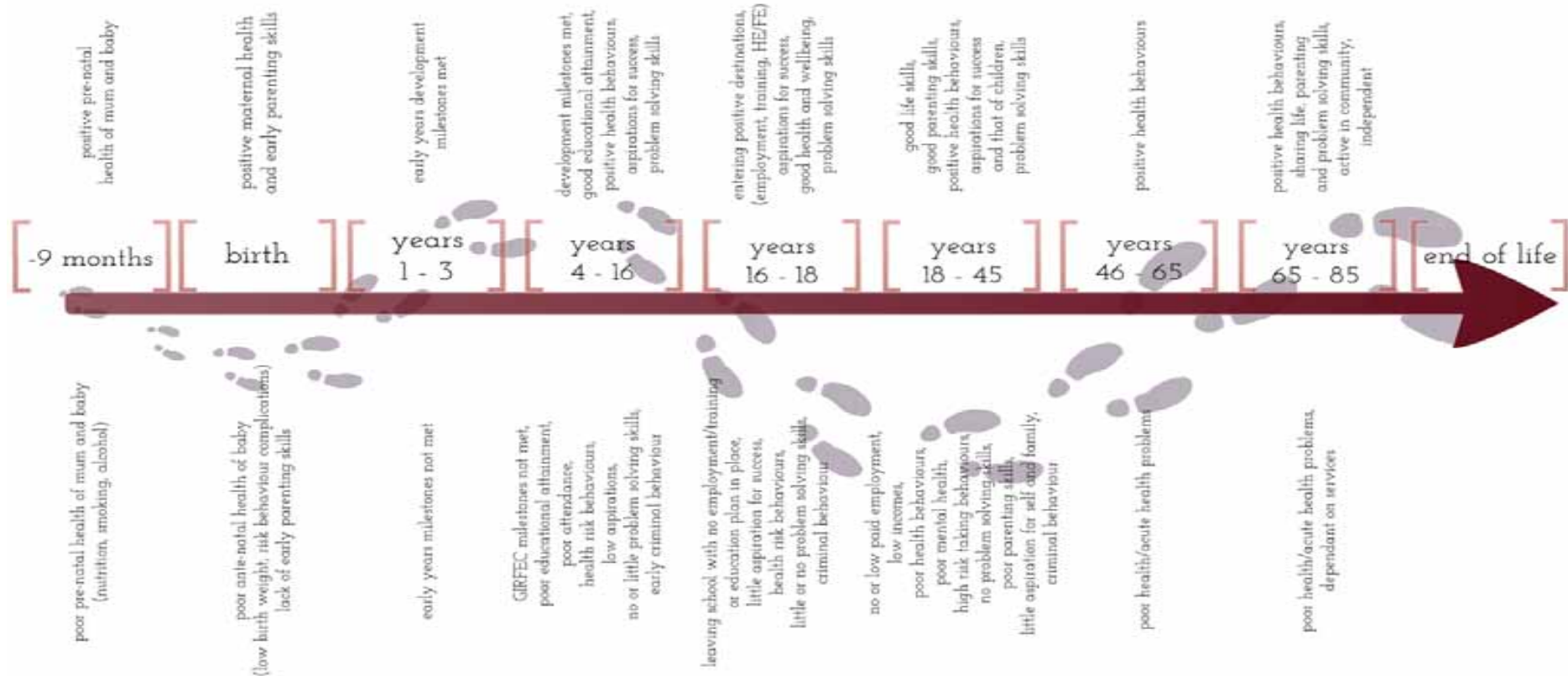


In achieving our vision of integrated service provision around the needs of customers the Alliance has established a 'cradle to grave' timeline which follows both the positive and negative milestones throughout the main lifestages. This ensures that our focus is on prevention and early intervention at each stage of a customer's life cycle, and ensures that where there are barriers to positive life milestones that we can identify them early and intervene to prevent escalation. The concept of our customer journey follows the principles from early years collaborative work through to reshaping care for older people. The whole process will be underpinned by GIRFEC, but supported by a similar early intervention and prevention approach aimed right through adulthood. **Figure 7** sets out the Customer Life Journey 'Cradle to Grave' timeline.

This customer journey helps partners to identify where, when and what something is impacting on a child, adolescent or adult in reaching positive life milestones. Where an issue is identified, cross partner interventions will be in place to provide support around a Whole Systems Approach model of delivery. A key part of our vision is to streamline and improve the pace of intervention for each problem identified for each customer. This process will be enhanced through improved information sharing, intelligence and performance management. In designing and shaping our services around this model, partners will be able to target resources around prevention and towards the most vulnerable families in our communities.

Figure 7 - Customer Life Journey

The Customer Journey through Life Stages



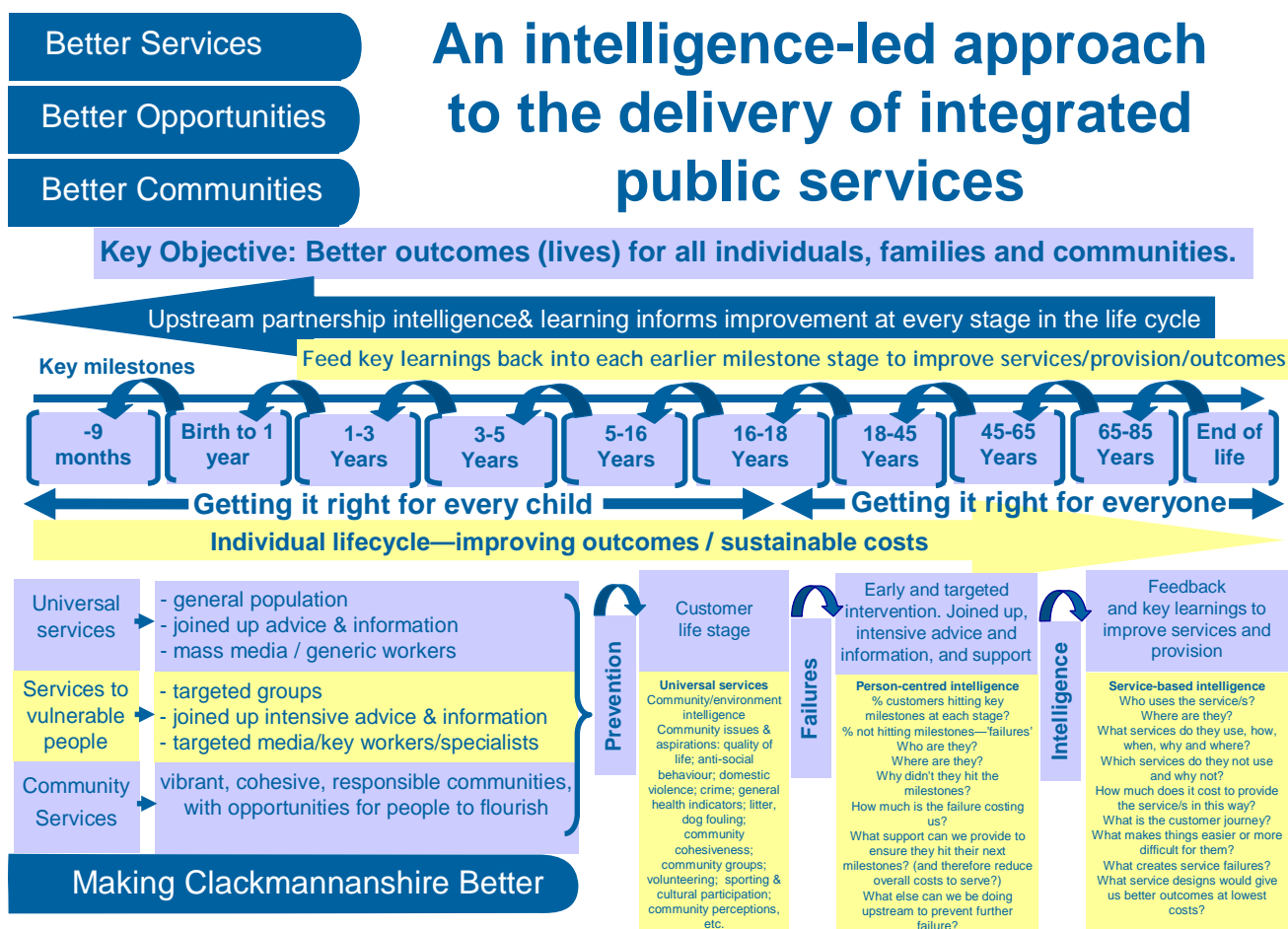
Making Clackmannanshire Better: Tullibody, Cambus & Glenochil Pilot

As a key part of how we will shape integrated services in Clackmannanshire around the needs of customers and communities, the Council has approved and the Alliance agreed the establishment of a pilot in Tullibody, Clackmannanshire. This is an extremely important development as it seeks to guide the design and development of the model for service delivery in the future, based on both the learning and options encountered through the pilot process. The pilot project, which will commence in 2013/14 will investigate options to;

- co-locate of services and/or service providers to enhance service provision and reduce property costs (for instance through local hubs)
- Improve integration of public service provision so that resources are more effectively focused on agreed shared priorities, including prevention and early intervention..

The Alliance has already supported the community to develop a Community Action Plan, which sets out its main issues, vision and aspirations. With the community and voluntary organisations at the heart of the planning and decision-making process, the pilot will ask difficult questions of partners including exploring alternative service delivery models. The Pilot will be undertaken in three main tranches looking at data collection and mapping; data analysis and formulation of options and recommendations and lessons learned.

Figure 8 below illustrates key elements of the intelligence-led approach that will help form the blueprint of integrated working in Clackmannanshire.



1 Priority Action Area - Economy, Skills and Growth

Developing the economy, skills, economic recovery and growth in Clackmannanshire is a major priority. Clearly the partnership context for delivering outcomes within this priority takes place within the wider context of national legislation and policy. Our priority outcomes must therefore respond to that context within the parameters of national reform and approaches for economic recovery and growth.

The senior partner representatives within the **Business, Skills and Jobs Partnership** are collectively responsible for the delivery of actions and approaches aimed at achieving the following outcomes.

Community Planning Priority outcomes

- Clackmannanshire has a positive image and attracts people and business;
- People are better skilled, trained and ready for employment;
- The environment is protected and enhanced for all;
- Our public services are improving.

Long terms Outcomes - 10 Years	Short Term Outcomes - 3 Years	Priority Action Areas - Years 1-3
<ul style="list-style-type: none">▪ Our businesses are thriving▪ Clackmannanshire is known for its opportunities for new and expanding businesses	<ul style="list-style-type: none">▪ Attract new jobs and business to Clackmannanshire▪ Support the growth of the existing business base in Clackmannanshire - particularly in developing growth sectors.▪ Increase opportunities for enterprise and employment through the development of social enterprise.▪ Clackmannanshire is becoming recognised for its entrepreneurial initiatives	<ul style="list-style-type: none">▪ Working with local traders, property owners and communities, draw up blueprints to revitalise our high streets, including the use of innovative approaches for using vacant, derelict or underused premises▪ Working with all partners and stakeholders to secure and promote external funding for Clackmannanshire.▪ Develop a solid understanding of the business base, supply chains, business growth sectors and opportunities ensuring that an adequate pipeline of opportunity exists.▪ Ensure public sector procurement policies and processes to sustain local employment and local community benefits.▪ Develop a model which enables volunteers and trainees to be ready for work and then placed with employers who will receive wage subsidy support for a minimum of 12 months.▪ Provide integrated business support activities focussed on business start-ups, growing existing businesses and supporting social enterprises.▪ Evaluate and deliver further phases of the Invest in Clackmannanshire initiative.

Long terms Outcomes - 10 Years	Short Term Outcomes - 3 Years	Priority Action Areas - Years 1-3
<ul style="list-style-type: none"> Local people have support to take up local jobs Our residents are able to take up employment here and elsewhere Our school-children are successful learners More school leavers go into employment, education or training. The workforce is better qualified Public transport is improved, enabling people to access jobs, services and the area's attractions <ul style="list-style-type: none"> Visitors and residents benefit from the areas attractions We make the best use of our exceptional environment Clackmannanshire is achieving economic recovery in line with national trends. The landscape has been restored and transformed as part of the Central Scotland Green Network, attracting businesses and increasing enterprise and creativity 	<ul style="list-style-type: none"> Improve attainment and aspirations for young people leaving our schools Support local people to take up jobs both locally and in neighbouring areas. Improve pipeline between local employers and schools and FV College. Development of the third sector as a key route to employment. <ul style="list-style-type: none"> Improve perception of Clackmannanshire, both from residents and those living outwith Clackmannanshire. Improve our approaches in marketing and promoting Clackmannanshire as a place to live, work and visit. We have increased levels of house building and town regeneration. The landscape has been restored and transformed attracting businesses and increasing enterprise and creativity. 	<ul style="list-style-type: none"> Deliver environmental improvements that make settlements more attractive places to live and work, and attract investment <ul style="list-style-type: none"> Stimulate and co-ordinate local apprenticeship and training & support schemes, focused particularly on 16-24 year olds. Provide integrated advice, information and support services to ensure local people can access job opportunities/markets locally and in neighbouring areas. Working with local employers to review current and future skills requirements locally and develop pipeline approach with schools and FV College. Implement and review the Clackmannanshire employability strategy. Reduce the impact of welfare reform on families and the local economy through support for employment and training and provision of an integrated advice, information and support services, which include debt and money management. Develop community transport initiatives to support local people accessing employment. Provide environmental volunteering opportunities to help develop confidence and improve marketable skills in the workforce <ul style="list-style-type: none"> Work in partnership with tourism partners and BIDS teams to develop and implement marketing and communications strategies for Clackmannanshire. Deliver the Ochil's landscape Partnership initiative. Work with partnership and communities to bring vacant land into beneficial use. Work with partners to develop an events strategy to promote and maximise opportunities from the Homecoming 2014, Commonwealth Games and Ryder Cup in 2014. Improve access networks to make it easier and

Long terms Outcomes - 10 Years	Short Term Outcomes - 3 Years	Priority Action Areas - Years 1-3
		<p>cheaper for people to commute between settlements by walking and cycling, and help visitors and residents enjoy the area's attractions</p> <ul style="list-style-type: none"> ▪ Deliver improvements to public open spaces which make them more attractive places to use, improving physical and mental health and community safety

Appendix A sets out the performance framework for delivering this priority. Annual measures for priority action areas under this priority will be set out in the partnerships delivery plan.

2 Priority Action Area - Well-being and Early Intervention

The work of this partnership team encompasses a wide range of outcomes which include engaging, supporting and developing our communities, ensuring our communities feel safer, and addressing the range of inequalities which impact on families and communities in Clackmannanshire. Its focus is reducing levels of inequality, deprivation and poverty, particularly that experienced in our least advantaged communities.

The cross-cutting nature of the partnership is based on a recognition that families and communities experience multiple and interrelated barriers to well-being which are required to be addressed collectively. To achieve this, the partnership will need to adopt a whole systems, intelligence-led approach allowing resources can be better focussed on prevention and early intervention. A key part of this approach is alignment and joint delivery of the Clackmannanshire Policing Plan, Clackmannanshire Policing Ward Plans and Clackmannanshire Fire Plan.

Senior partner representatives within the **Community Well-Being Partnership** are collectively responsible for the delivery of actions and approaches aimed at achieving the following outcomes.

Community Planning Priority outcomes

- Our communities are more inclusive and cohesive;
- Our communities are and feel safer;
- Our vulnerable people and families are supported;
- Substance misuse and its effects are reduced;
- Health is improving;
- The environment is protected and enhanced for all;
- Our public services are improving.

Long terms Outcomes - 10 Years	Short Term Outcomes - 3 Years	Priority Action Areas - Years 1-3
<ul style="list-style-type: none"> Local people participate in local democracy and in community life. We have fewer stigmatised communities Our communities are free from the visible signs of crime and disorder, and people feel safe in their homes. All children have the best possible start in life The cycle of substance misuse in families is broken Our opportunities are not limited by poor health We have reduced the number of properties that are at risk of flooding We have minimised the amount of waste we send to landfill People feel good about their physical surroundings, and use and enjoy outdoor space 	<ul style="list-style-type: none"> Increased satisfaction with public services in Clackmannanshire More residents say that public services in Clackmannanshire work well together Service delivery costs are reducing More residents say they have improved quality of life More residents say there is a strong sense of community Fewer people are fearful of becoming a victim of crime More residents are volunteering/involved in community life More residents feel good about their physical surroundings and use and enjoy outdoor space. Fewer residents are in fuel poverty Increased proportion of adults in Clackmannanshire are physically active Reducing emergency admissions to hospital Self assessed general health is improving Improved support to people with care needs Fewer numbers of children on Child Protection Register Women experience positive pregnancies which result in the birth of more healthy babies as evidenced by a reduction of 15% in the rates of stillbirths and infant mortality by 2015 85% of all children within Clackmannanshire have reached all expected developmental milestones at the time of the child's 27-30 month health review, by the end of 2016. 90% of all children within Clackmannanshire have reached all expected developmental milestones at the time the child starts primary school, by the end of 2017. 	<p>Put in place effective models that:</p> <ul style="list-style-type: none"> seamlessly integrate public service operational delivery; enables the totality of partner resources to be focused on prevention and early intervention approaches Put in place effective integrated local community partnership plans for all communities that harness all community assets to build a platform for early intervention approaches and sustainable community development, and regeneration/employability opportunities. Put in place effective integrated anticipatory care/prevention. programmes that promote and significantly improve adult health/healthy ageing, complimenting health and social care priorities for older people Put in place effective fully integrated models of service delivery organised around the GIRFEC framework, providing targeted and intensive early intervention support that breaks down the cycle of social inequality and deprivation.

Appendix A sets out the performance framework for delivering this priority. Annual measures for priority action areas under this priority will be set out in the partnerships delivery plan.

Partnership Structure

Clackmannanshire has clearly established mechanisms for delivering Community Planning, with clear commitment and vision from partners in delivering better outcomes for our communities. The Clackmannanshire Alliance has, over the past 12 months, been developing its processes in order that we can deliver the transformational change required to deliver this Single Outcome Agreement.

As part of our work, and in response to the national review on SOAs and Community Planning, the Alliance has undertaken a programme of self-assessment using the Public Sector Improvement Framework (PSIF). Along with stakeholder engagement and consultation, this work has enabled the partnership to consider its strengths and areas for improvement in moving forward with the ambitious programme of change set out in the Single Outcome Agreement.

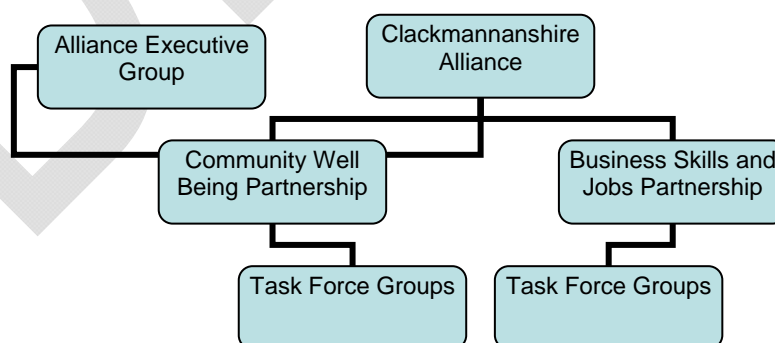
In early 2012 the Clackmannanshire Alliance approved and began to implement a new partnership which would enable us to address the areas for improvement that we identified. The new structure, which streamlined the CPP from 7 supporting partnership teams to 2 reflected the priorities emerging through early preparatory research and consultation. The new structure aims to ensure that the CPP;

- Creates and builds strong shared leadership;
- Improves governance and accountability;
- Successfully mobilises resources towards agreed priorities;
- Puts communities at the heart of community planning;
- Continuously improves partnerships (leadership, governance, capacity and performance)

The Community Planning Partnership in Clackmannanshire is governed by the Clackmannanshire Alliance. The Clackmannanshire Alliance is chaired by the Leader of Clackmannanshire Council, and provides clear leadership in driving forward the implementation of the Single Outcome Agreement. The Alliance is supported by an Executive Group and two partnership teams. Each partnership team have supporting groups, which are either established or task and finish groups. **Figure 9** shows the structure of the Clackmannanshire CPP.

Full details of Alliance functions, responsibilities, accountabilities and membership are set out in the partnership Memorandum of Understanding.

Figure 9 - Structure of the Clackmannanshire CPP 2013.



Governance and Scrutiny

The Clackmannanshire Alliance, through this Single Outcome Agreement has set a stretching and ambitious programme for change over the next 10 years. To ensure that we achieve this programme of change, the Alliance has been very clear about the requirement to strengthen governance and accountability and aligned planning and performance management of partners. This is particularly important, given the wide spectrum of priorities for which the Clackmannanshire Alliance is jointly responsible, including health and social care integration and police and fire reform.

The Clackmannanshire Alliance recognises that effective scrutiny ensures that the people of Clackmannanshire are receiving the best possible services as well as achieving best value across the partnership. Effective scrutiny is at the heart of sound governance arrangements and requires a culture of openness and transparency in delivering real improvements in the way that the partnership drives performance. The process of scrutiny also provides community engagement and democratic accountability. Engagement with stakeholders can help to improve the legitimacy, quality and impact of recommendations arising from scrutiny review and challenge.

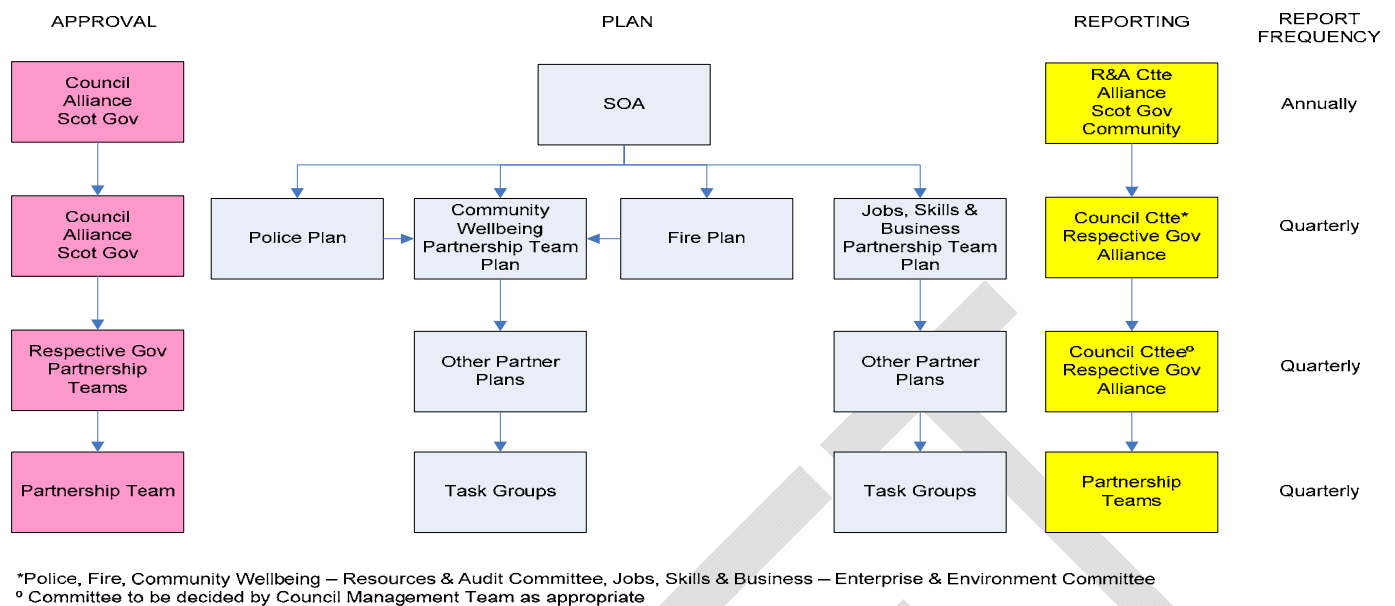
Effective scrutiny provides the opportunity to constructively challenge partners in order to make evidenced based recommendations. It also provides the opportunity for scrutinising members to represent the views of local constituents and to provide community leadership. Underpinning effective scrutiny in Clackmannanshire are a number of key principles. These are that scrutiny will be; member-led, consensual and based on non-party political principles; focussed on the needs of service users and the public; based on evidence and built on a culture of constructive challenge.

The Clackmannanshire Alliance has set out its arrangements for effective scrutiny, which follows a review of Clackmannanshire Councils scrutiny framework. The arrangements which are detailed at **Figure 10** aim to provide a solid basis for holding partners to account in delivering the change programme set out in this Single Outcome Agreement.

In February 2013, Clackmannanshire Council approved the establishment of a sub-committee, of its Resources and Audit Committee, for all scrutiny of community planning, its effectiveness and the performance of key external partners. The sub committee will meet on a regular frequency around the parent Resources and Audit committee and will also report its proceedings into the parent committee.

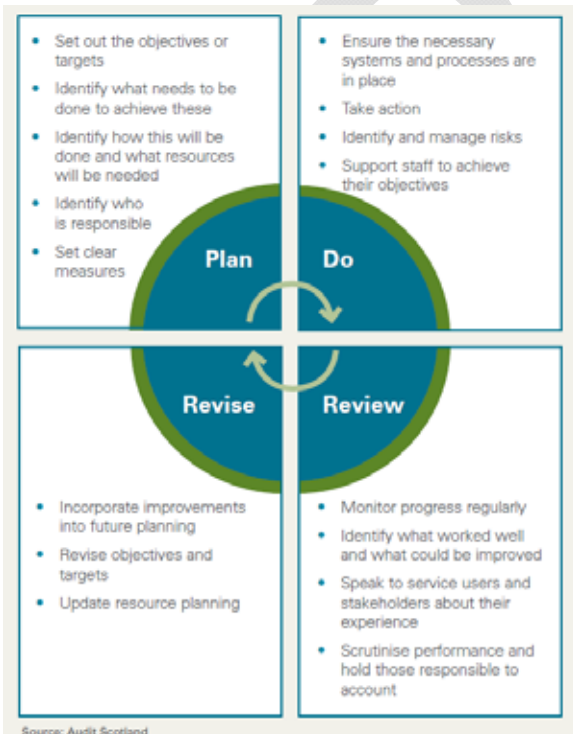
The remit of the sub-committee is to provide effective scrutiny of community planning and its impact; provide effective scrutiny of delivery of the local Police Plan for Clackmannanshire and the local Fire Plan for Clackmannanshire and provide effective scrutiny of public sector reform. Regular plans and performance reports will therefore be scrutinised through the committee and appropriate partners held to account for delivering outcomes.

Figure 10: Local Arrangements for reporting and scrutiny



Performance and Continuous Improvement

Managing performance across the partnership is key in ensuring informed decision making, mobilising resources appropriately, assessing progress and performance and ensuring accountability. Good performance management is also about continually improving the way that we work - leadership, governance, engagement and shared goals and priorities.



The performance framework underpinning this Single Outcome Agreement, has been developed in line with the key guidance on managing performance, published by the accounts commission in 2012. The performance framework for the partnership is based around an ongoing cycle of Plan-Do-Review and Revise, and ensures the following principles of good partnership performance are met;

- Clearly defined outcomes;
- Joint agreement on what success looks like;
- Clear process for reporting performance

Appendices A and B set out the performance framework for ensuring delivery of the outcomes in this Single Outcome Agreement. The performance framework aims show what will be different for communities in Clackmannanshire in 10 years time, what will need to be achieved in 3 years if we are to make our long term improvements and the measures and targets that will demonstrate positive impact. This performance framework has been jointly developed

through specific work with partners on establishing a robust set of outcomes, measures and ambitious targets. Performance against these outcomes will be reported to the Sub Committee of Resources and Audit on a quarterly basis. These performance reports will also provide the basis for our Public Performance Reporting responsibilities, which will be presented on our web pages and through our residents newspaper.

This Single Outcome Agreement also sets out annual areas for action, which will form two partnership business plans - a Community Well-being Plan and an Economy, Skills and Growth Plan. Each plan will be approved by committee and will set out detailed areas for business for each partnership team. Each business plan will contain impact and success measures, a risk register and will be reviewed on an annual basis. Performance in delivering these plans will be presented to the Alliance and scrutinised at the appropriate committee.

All partnership performance management information will be recorded, managed and reported through Covalent performance management system to ensure a consistent basis for reporting.

Figure 11 sets out the cycle of continuous improvement which will drive forward the basis for improving performance and improving outcomes for our communities.

Figure 11: Community Planning Cycle of Continuous Improvement



Engagement and Empowerment

The Clackmannanshire Alliance recognises that our communities are at the heart of community planning, and if we are to realise the ambitions set out in this SOA, then we need to be working in close partnership with our communities. This Single Outcome Agreement sets out our ambitions in working co-productively with communities to harness our community assets and enable early intervention approaches, sustainable community development and regeneration and employability opportunities to be achieved.

Community partners have been involved at every stage in shaping this Single Outcome Agreement and our aspirations for Clackmannanshire are shared. All partners in Clackmannanshire recognise the individual and different expectations and needs from our communities and we are committed through this agreement to collectively understand these needs and creating genuine opportunities for engaging, involving and empowering communities.

The creation of the Clackmannanshire Third Sector Interface (CTSI) is providing opportunities to reposition the community and voluntary organisations and social enterprises that make up the Third Sector in Clackmannanshire as key delivery partners within the community planning framework, enabling those services to be integral to our whole systems and integrated models of working.

The Clackmannanshire Alliance has a strong record of engaging and involving our Third Sector partners; a position that will be strengthened through the delivery of this Single Outcome Agreement. Clackmannanshire also has a strong and resilient sense of community, with approximately 400 active community and voluntary organisations all making a vital contribution to the quality of people lives in Clackmannanshire.

Clackmannanshire has robust mechanisms in place for engaging and involving communities. Our community councils, tenants and residents federations and the Clackmannanshire Third Sector Interface are all represented at the Clackmannanshire Alliance and its partnership bodies. Through them the Alliance will ensure it is able to consider the third sector perspective at strategic levels of decision making. Our community councils and tenants and residents associations provide community leadership within their communities, representing the views and interests of Clackmannanshire residents to decision makers and organising activities which promote self-help and foster community spirit.

Wider engagement with the community and voluntary sector is achieved through the Clackmannanshire Third Sector Forum. Through joint forums the community councils and tenants and residents federations they provide input to key aspects of decision making and planning processes and they provide feedback on the performance of public services.

The performance and continuous improvement of the work of the Alliance is based on a strong culture of community consultation and engagement. The Alliance benefits from the information that the residents panel in Clackmannanshire has provided since 2006, with the most recent survey completed in October 2012. The results from the residents panel has informed the development of this Single Outcome Agreement and is an integral part of the Alliance's reviews of its performance. In late 2011 the Alliance also held residents focus groups in four communities on a range of themes.

Appendix A - Clackmannanshire Single Outcome Agreement Performance Framework

Economy, Skills and Growth					
What will be different in 10 Years time?	What needs to be different in 3 years time?	How will we measure success	Where are we now?	2016 Target	2023 Target
Our local businesses will be thriving	<ul style="list-style-type: none"> We will have attracted new jobs and businesses to Clackmannanshire. We will have provided support to new and existing businesses - particularly in our growth sectors. We will have an increase in the number of social enterprises in Clackmannanshire 	Number of businesses receiving business advice/support as % of total businesses supported.	28%	35%	50%
		Number of new businesses and survival rates in first year.	105 91%	increase	Increase
		Total Business Stock numbers:	1180	Increase	Increase
		Number of existing businesses employing more than 50 employees.	145	Increase	Increase
		Number of Social Enterprises	Baseline to be established		
		Proportion of vacant commercial property	Baseline to be established		
<p>Clackmannanshire is known for its opportunities for new and expanding businesses</p> <p>Visitors and residents will benefit from our attractions</p> <p>We make the best use of our exceptional environment</p> <p>We are achieving economic recovery in line with national trends</p>	<ul style="list-style-type: none"> Our residents, partners and business sector recognise that we are maximising our opportunities. We have increased our local, national and regional profile - with more people living in, working in and visiting Clackmannanshire. We have maximised the opportunities provided from the homecoming, Commonwealth Games and Ryder Cup in 2014. We are benefitting from vacant and land and property and our town centres are more attractive, vibrant and enable increased enterprise and creativity. 	% of adults who rate Clackmannanshire as a good place to stay.	90%	92%	94%
		Number of annual visitors to Clackmannanshire	Baseline to be established		
		Tourism revenue	£15.54 m	Increase	Increase
		% residents who believe that Clackmannanshire is benefitting from economic revival	31%	40%	60%
		% residents satisfied with better physical environment	38%	45%	60%
		Number of new House builds	29	Increase	Increase
<p>Local people have support to take up local jobs</p> <p>Local people take up employment here and elsewhere</p>	<ul style="list-style-type: none"> We have more young people who are skilled and to take up modern apprenticeship schemes in Clackmannanshire and elsewhere. We have enabled more local businesses to take on modern apprenticeships. We ensure that local people have the skills and opportunities to take up jobs both locally and in neighbouring areas, and that barriers such as travel are reduced. We have more people employed in the third sector. We understand the needs of our major local employers and young people leave our schools and college with the skills required by our employers. 	Number of Modern apprentice uptake in Clackmannanshire	Baseline to be established		
		Clackmannanshire Employment rate	66%	70%	>to Scottish Avg
		Clackmannanshire Unemployment rate	11.3%	10.5%	< to Scottish Avg
		Average weekly wage *	£459.2	Reduce gap between neighbouring la's	> to Scottish Avg
		Numbers employed in the third sector in Clackmannanshire	Baseline to be established		

	<ul style="list-style-type: none"> We are providing integrated and good quality information, advice and support to help people to access jobs themselves. 	Clackmannanshire Job Density rate	0.48	Reduce gap between neighbouring la's	>Scottish avg
		The % of unemployed people participating in Clackmannanshire Works who have progressed into full time employment.	20%	Increase	Increase
<p>Our School Children are successful learners</p> <p>More School leavers go into employment, education or training</p> <p>The Workforce is better qualified.</p>	<ul style="list-style-type: none"> We have fewer young people leaving schools and colleges without sustainable opportunities for employment, training and further education. We can demonstrate that our young people are skilled and ready to take up jobs and apprenticeship schemes in Clackmannanshire and our neighbouring areas. 	% of college leavers with a positive destination	91%	Increase	Increase
		% working age residents with no qualifications	15.7%	15.5%	15%
		% 16-24 year olds who are in employment.	43.3%	44%	45%
		% of Clackmannanshire residents claiming out of work benefits	19.8%	Reduce gap between neighbouring la's	< to Scottish Avg
		% School leavers with a positive destination	84.8%	90%	95%

Well-being and Early Intervention					
What will be different in 10 years time?	What needs to be different in 3 years time?	How will we measure success	2011/12 Performance	2016 Target	2023 Target
Local People participate in local democracy and in community life. We have fewer stigmatised communities	<ul style="list-style-type: none"> We have stronger and more resilient communities who are actively involved in designing, shaping and delivering services. This is achieved by integrated local partnership plans for each community that harness all community assets and enable early intervention approaches, sustainable community development and regeneration/employability opportunities. 	% adults who rate their neighbourhood as a good place to stay	89%	95%	99%
		% of residents who have a good quality of life	88%	95%	99%
		% residents who feel that Clackmannanshire has a strong sense of community	54%	65%	80%
		Number of active community groups	480	500	550
		Number of residents participating in: community groups	17%	30%	50%
		volunteering	23%	40%	50%
		Level and satisfaction with how public services are delivered in Clackmannanshire.	83%	90%	99%
Our communities are free from the visible signs of crime and disorder and people feel safe in their homes	<ul style="list-style-type: none"> We have in place a model and approaches which enables prevention and early intervention around the Whole Systems Approach for youth justice. We ensure that we have in place a model and approaches which protect our vulnerable young people and vulnerable adults, reducing instances of crime and fires in the home. 	% of residents who report that public agencies work well together	32%	50%	75%
		Number of adults with adult support and protection orders			
		% of people who often or most of the time feel fearful about becoming a victim of crime.	33%	25%	15%
		Number of domestic abuse incidents reported to Police	796		
		Satisfaction with how local agencies are tackling crime and fear of crime.	34%	45%	75%
		Satisfaction with Fire Service	New Indicator		
New All children have the best start to life The cycle of substance misuse in families is broken	<ul style="list-style-type: none"> We have in place a model and approaches that enables partners resources to be focussed on prevention and early intervention and our GIRFEC and Early Years frameworks are streamlined, integrated and evidenced as highly effective. 	Satisfaction with Police Service	80%	90%	99%
		Number of children on the Child Protection register	5.8%	Reduce by 15%	Reduce by 20%
		Number of still births: and Infant mortalities	7.9% (per 1000) 3.2% (per 1000)	Reduce by 15%	Reduce by 20%
		% of all children who have reached all expected developmental milestones at the time of 27-30 month health review	Baseline to be established	85% of children aged 30 months	Meet national targets
		% of all children will have reached all expected developmental milestones at the time the child starts primary school.	Baseline to be established	90% of children starting PS	Meet national targets
		Number of children referred to Child Reporter on lack of parental care	37.7%	Reduce by 15%	Reduce by 20%
		Number of Children referred to Child Reported on Drug and Alcohol grounds.	5.6%	4.5%	2%
Our opportunities are not limited by poor health. 31	<ul style="list-style-type: none"> We have in place integrated anticipatory care/prevention programmes that promote and significantly improve adult health/healthy aging, complimenting health and social care priorities for older people. 	Satisfaction with Health Services GP services Hospitals	90% 90%	95% 95%	99% 99%
		SMR (under 75's) - Heart Disease Cancer	126.2 281.7	<5% <5%	<10% <10%
		Gap between highest and lowest life expectancy rates Male Female	4.8% 2.5%	Reduce	Reduce

Appendix B - National Outcomes and Community Planning Priorities

NATIONAL OUTCOMES AND COMMUNITY PLANNING PRIORITIES				
1. We live in a Scotland that is the most attractive place for doing business in Europe Clackmannanshire has a positive image and attracts people and business Our environment is protected and enhanced	2. We realise our full economic potential with more and better employment opportunities for our people Clackmannanshire has a positive image and attracts people and business People are better skilled, trained and ready for learning and employment	3. We are better educated, more skilled and more successful, renowned for our research and innovation. People are better skilled, trained and ready for learning and employment	4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens. People are better skilled, trained and ready for learning and employment Communities are more inclusive and cohesive	5. Our children have the best start in life and are ready to succeed Vulnerable people and families are supported Health is improving Substance misuse and its effects are reduced
6. We live longer, healthier lives Vulnerable people and families are supported Substance misuse and its effects are reduced Health is improving Our environment is protected and enhanced	7. We have tackled the significant inequalities in Scottish society Communities are more inclusive and cohesive Vulnerable people and families are supported Health is improving	8. We have improved the life chances for children, young people and families at risk. Vulnerable people and families are supported Substance misuse and its effects are reduced Health is improving Communities are, and feel, safer	9.. We live our lives safe from crime, disorder and danger Communities are, and feel, safer Substance misuse and its effects are reduced	10. We live in well-designed, sustainable places where we are able to access the amenities and services we need Our environment is protected and enhanced Communities are, and feel, safer
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others Communities are more inclusive and cohesive Substance misuse and its effects are reduced	12. We value and enjoy our built and natural environment and protect it and enhance it for future generations Our environment is protected and enhanced Clackmannanshire has a positive image and attracts people and businesses	13. We take pride in a strong, fair and inclusive national identity Communities are more inclusive and cohesive	14. We reduce the local and global environmental impact of our consumption and production. Our environment is protected and enhanced	15. Our public services are high quality, continually improving, efficient and responsive to local people's needs Our public services are improving