

**Single Outcome Agreement between Highland Council, in
association with several Community Planning Partners, and
the Scottish Government.**

26th June 2008

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1. Purpose of the Agreement

- 1.1 The purpose of the Single Outcome Agreement (referred to as the SOA or Agreement) is to identify areas for improvement and to deliver better outcomes for the people of the Highlands and Scotland, through specific commitments made by the Council, its community planning partners and the Scottish Government.
- 1.2 This document sets out the joint commitments made by the Council, several of its community planning partners and the Scottish Government to an agreed set of outcomes. Local outcomes are cast against the national outcomes which reflect the operating context for public services in the Highlands.
- 1.3 Each party to this Agreement is mutually accountable for the delivery of the agreed outcomes. This means that each party will:
- Jointly own and take responsibility for specific local outcomes which they contribute to;
 - be held to account for their respective contribution to the agreed outcomes
 - hold each other to account for the delivery of specific commitments to support the delivery of the agreed outcomes.
- 1.4 This Agreement reflects the new relationship between the Scottish Government and local Government and one that both levels of government are committed to developing. The Agreement is based upon the Concordat between the Scottish Government and COSLA, the components of which are:
- Commitment from the Scottish Government that there will be no structural reform of local government during this Parliament;
 - Introduction of Single Outcome Agreements for every Council;
 - An overall funding package for the period 2008-09 to 2010-11;
 - A significant reduction in the number of separate funding streams to local government;
 - That local authorities will be able to retain their efficiency savings;
 - Commitment from local authorities to deliver on a specified set of commitments from within the funding envelope provided;
 - That a new performance reporting system will over time replace the myriad of existing systems and provide regular, timely and transparent reporting to local communities and the Scottish Government;
 - Over and above requirements for this new performance reporting system, requirements associated with statutory requirements, any agreed transitional arrangements in moving to an outcomes based approach, ongoing statistical returns and formal inspections, local authorities will not be asked to submit any other monitoring returns or plans to the Scottish Government without prior agreement;
 - An agreed response to the Crerar Review leading to improved performance management, increased self-assessment and more focused and proportionate external scrutiny; and
 - Joint responsibility between local government and the Scottish Government for overseeing and monitoring the new relationship.
- 1.5 The Agreement is also set within the legislative requirements for Community Planning and Best Value.

2. Scope of the Agreement

- 2.1 The Agreement covers local authority services in Highland and includes at this time, those delivered by the following Community Planning Partners: NHS Highland; Highlands and Islands Enterprise (HIE); Northern Constabulary; Highlands and Islands Fire and Rescue Service (HIFRS); the Northern Community Justice Authority; Job Centre+; University of the Highlands and Islands (UHI); Skills Development Scotland (SDS); Scottish Natural Heritage (SNH); named voluntary sector organisations; named private sector organisations; and named partnership groups which include some of those organisations listed above and others.
- 2.2 For some of the community planning partners named above, fuller integration of the relevant improvement indicators will take place during 2008-9 as their operating plans are approved by the Government. During 2008-9 all relevant regional partners across the public, voluntary and private sectors will be brought into the Outcome Agreement and its supporting processes and reflected in the Outcome Agreement from 2009-10 onwards.
- 2.3 The Single Outcome Agreement will provide the new framework for community planning in the Highlands. It will:
- Re-focus partnership effort on the local outcomes to be achieved, which are aligned to the national outcomes;
 - Underpin a review of the membership of the Community Planning Partnership;
 - Drive work to ensure that partnership structures and processes are fit for purpose:
 - to deliver the agreed outcomes;
 - to enable proper scrutiny and accountability for performance with elected members and board members;
 - to support community planning processes at the local level; and
 - to report performance to the public in a way that enables their views on performance and priorities to be influential.
 - Provide a formal channel for dialogue with the Scottish Government on improving public services in the Highlands.
- 2.4 Specifically, and by October 2008:
- new or reviewed joint working arrangements at officer level will be put in place to ensure partners are organised to deliver against the local outcomes at the Highland level and for three Operational Areas within the Highlands;
 - the creation of a partnership performance management review group, at officer level led by the Council, to produce and analyse performance information and to monitor the progress against the indicators within the Outcome Agreement;
 - the creation of a Partnership Board for elected and board members, meeting quarterly, to review progress (supported by bi-annual performance reviews) and to develop the Single Outcome Agreement to 2011. The Scottish Government will be involved in the Board at Director level;
 - a review of other partnership governance arrangements;
 - a process in place for consulting on the Outcome Agreement to improve it from 2009-10 onwards. Consultation will be segmented to allow for a range of interest and community groups to make their views known;
 - for local community planning partnerships to be supported at a project level where projects are aligned to the local outcomes set out in the Outcome Agreement.

- 2.5 Community planning arrangements will operate in Highland at four geographies:
- At a pan-Highland geography for the Outcome Agreement as a whole
 - At the level of Operational Areas (x three) for organising public service delivery to meet local outcomes (e.g. through Community Health Partnerships for health outcomes and through tactical community safety meetings for community safety outcomes);
 - At the ward level, or combination of wards, for community projects and for consultation through ward forums which will be supported as a means for local scrutiny of public service delivery;
 - At the personal and professional level for staff working in public services, supported by organisational development approaches to staff training, management development, and appraisal and related award schemes.

- 2.6 Currently the improvement activity identified for the region is drawn from the range of performance measures currently in use or to be in use by the named partners for 2008-9 onwards. As the new community planning process develops in 2008-9, further challenge to the range and scale of improvement will be introduced. Indeed, the Agreement is seen to be a useful mechanism for partners to take stock of whether the current local outcomes and targets are ambitious enough for the region and can meet public expectations of public services to 2010-11, and which specific performance measures are the best to use. Consequently this Agreement is seen as the first phase in developing an improvement plan for public services in the Highlands.

3. Governance

- 3.1 The Council, with its local partners, currently operate corporate governance and scrutiny for the services for which they are responsible, and have joint governance and scrutiny arrangements in place for services for children and young people. There are new arrangements for joint scrutiny of performance for community care agreed for 2008-9 with scope for this to extend across all joint health related outcomes. As noted above a review of partnership governance will conclude by October 2008 with options for any change presented to the new Partnership Board for consideration.

4. Ongoing development of the Agreement

- 4.1 As noted in paragraph 2.3 above, the development of the Agreement to date has provided the opportunity for the Community Planning Partners to review the way in which the partnership formerly operated. Paragraphs 2.4 and 2.5 above describe how the partners will improve their joint working arrangements to continue to develop the Agreement for improving public services.
- 4.2 As the partnership process improves, commitment to jointly deliver outcomes for the population of the Highlands will be strengthened and will be reflected in refinements to this Agreement and in future Agreements.
- 4.3 In addition, as part of the partnership process, partners will assess jointly the risks associated with the delivery and development of the Single Outcome Agreement. Current approaches to risk assessment will be shared with partners for an agreed method to be adopted.

5. Performance management

- 5.1 The Council, with its local partners, will ensure that effective performance reporting and management arrangements are applied in support of their commitments under this Agreement.
- 5.2 For 2008-9 most of the improvement indicators are contained, or will be contained, within the performance frameworks of the individual partners. The Council will ensure co-ordination of the performance information as it is updated, to enable the joint management and scrutiny at officer level and to support the reporting of performance through appropriate governance structures. As noted in paragraph 2.4 above, there will be the creation of a partnership performance management review group, led by the Council, to produce and analyse performance information and to monitor the progress against the indicators within the Outcome Agreement. These will be reported to the new Joint Partnership Board twice a year.
- 5.3 It is expected during 2008-9 that the development of performance indicators for the Agreement for 2009-10 onwards will be agreed in partnership.
- 5.4 In addition to the co-ordination of performance measurement information, the reviewed partnership arrangements will mean improved performance management. This will be supported by agreed systems for self-assessment and risk assessment and management. In some areas, the Partnership has already moved to greater integration of service delivery, notably for children's services, and such arrangements will be considered elsewhere if required to achieve the agreed outcomes.
- 5.5 The Council and its partners are keen to explore the extent to which organisational performance frameworks can be aligned better or move to be integrated over the period of the Agreement, and how this might be supported by ICT. Early discussions with the Government would be welcomed.
- 5.6 In the event of commitments under this Agreement not being fulfilled, nationally agreed arrangements for attributing and addressing the causes of non-delivery shall apply. At the time of writing these are still to be determined.
- 5.7 In the event of disagreements arising between parties to this Agreement, nationally agreed arrangements for resolving disputes and securing arbitration shall apply. At the time of writing these are still to be determined.

6. Public reporting

- 6.1 Currently at the regional level, public reporting on public service performance is communicated through each partner's corporate arrangements; although for some services, notably children's services, the performance reported is against jointly agreed outcomes.
- 6.2 As noted in paragraphs 2.3, 2.4 and 2.5 the development of the Agreement to date has instigated a review of partnership process and will include:
 - how information on public service delivery can be communicated to the public
 - how to co-ordinate the arrangements for gauging the views of the public and seeking customer feedback on the services delivered.Consultation on the Outcome Agreement will take place in 2008-9 to improve the Agreement from 2009-10 onwards.

- 6.3 At a local level the development of ward forums provides potential for partners to engage with the public on the full range of public services available.
- 6.4 At a national level, the annual review process for the Agreement will be used for the Government's approach to reporting on performance nationally.

7. Local context, outcomes and commitments

The local context for public service delivery in the Highlands is described against each of the 15 national outcomes in the following section of this Agreement. The regional context provides the rationale for the local outcomes expressed in the Agreement and for the performance indicators used. These indicators will be refined as some partners have their operating plans approved by the Government during 2008-9. In the Agreement for 2009-10 onwards the performance indicators will reflect the wider range of partners to be included.

A summary of the local outcomes which contribute to the national outcomes is provided below.

In addition, the approach to tackling poverty and the use of the Government's Fairer Scotland Fund is highlighted, with relevant local outcomes and performance indicators woven across the relevant national and local outcomes.

Single Outcome Agreement: National and Local outcomes

1. We live in a Scotland that is the most attractive place to do business in Europe

1.1 To grow more local businesses, including social enterprise

1.2 Increased productivity in businesses with growth potential in the key sectors of: tourism; food and drink; financial services; energy; life sciences; and creative industries

1.3 Balanced population growth across the Highlands

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

2.1 High levels of economic activity are sustained

2.2 Median earnings increase in Highland

2.3 More balanced economic growth across the Highlands
(to target transformation to areas of lowest or falling levels of economic activity)

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

3.1 Increase the proportion of school leavers in positive and sustained destinations

3.2 Increase the number of young people in training and apprenticeships

3.3 More people able to access opportunities for learning and employment in their communities

3.4 Improved workforce development and workforce planning

3.5 Research and development supported to deliver business growth in the Highlands

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

4.1 Continue to increase the proportion of pupils at all stages achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths

4.2 More young people are confident and contribute effectively to their communities

4.3 More young people are supported to take responsibility in their life choices

5 Our children have the best start in life and are ready to succeed

5.1 Early years services deliver improvement across all developmental indicators

6 5.2 Effective education services for early years **We live longer, healthier lives**

6.1 Increase proportions of older people receiving appropriate care in the appropriate setting to maintain or improve their independence

6.2 Reduce the % of the adult population who smoke

6.3 Reduce obesity in the population

6.4 People affected by mental ill health receive appropriate care for their needs

7 We have tackled the significant inequalities in Scottish society

7.1 Reducing poverty by supporting more people into sustained employment

7.2 Reducing financial hardship by ensuring more people access services and benefits they are entitled to

7.3 Reducing homelessness and providing responsive services to homeless people

7.4 Reducing health inequalities

7.5 Tackling discrimination, promoting equality, participation and good relations

8 We have improved the life chances for children, young people and families at risk

8.1 Children are safe

8.2 Children at risk are Looked After well

8.3 Reduce bureaucracy and number of meetings by using GIRFEC processes and systems

9 We live our lives safe from crime, disorder and danger

9.1 Reduced crime and fear of crime

9.2 Reduced problematic alcohol misuse

9.3 Reduced problematic drug misuse

9.4 Reduced reconviction rates and levels of repeat victimisation

9.5 Improved levels of safe driving.

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

10.1 New development and growth is planned and designed for sustainability

10.2 Increase the supply of housing

10.3 Invest in the infrastructure for rural communities

10.4 Limit the impact of distance from services in rural and remote communities

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

11.1 A well supported voluntary sector with sustained high levels of volunteering in the Highlands

11.2 More communities own, manage or have a stake in local assets

11.3 Improved quality of life through community led action and more people feeling connected to their communities

12 We value and enjoy our built environment and protect and enhance it for future generations

12.1 Recognition and awareness of the outstanding natural heritage of the Highlands

12.2 Limit pressures on species and habitats

12.3 Improved environmental awareness and action

12.4 Improve the quality of housing

13 We take pride in a strong fair and inclusive national identity

13.1 Development of the Gaelic language and culture

13.2 Growth in Arts, Literary, Drama and Music Festivals and local involvement in them and which celebrate the diverse heritage and interpretation of the Highlands

14 We reduce the local and global environmental impact of our consumption and production

14.1 Reduce greenhouse gas emissions from regional public sector operations

14.2 Promote renewable energy and improve municipal waste management

14.3 Adapt public services to deal with the impact of global warming

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

15.1 Best Value and continuous improvement are demonstrated

15.2 Improved access to public services with customers' views taken into account

15.3 Efficiency demonstrated

15.4 A workforce which is the right size, skilled, supported and rewarded

7.1 Single Outcome Agreement –Highland Council

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| <p>National Outcome 1 We live in a Scotland that is the most attractive place to do business in Europe</p> <p>Scope of governance and accountability locally HIE Highland Council Community Learning and Development (CLD) Partnership (Council, HIE, UHI, WEA, Sabhal Mor Ostaig, SCVO, Job Centre Plus and Learn Direct Scotland).</p> | <p>Local Context</p> <p>More people living, working and studying in the Highland region are essential to enable sustainable economic growth.</p> <p>The population of the Highland region was estimated as 215,310 in 2006. There has been 0.8% population growth since 2005, and 3.2% growth since 1996. These trends show a higher rate of population growth in Highland compared to Scotland over the same period. The main driver of population growth across Highlands was estimated in-migration as deaths exceeded births. The Highlands are now a place of choice for people to live, attracting people from other parts of the UK, Europe and other continents. Most migrants from overseas come to the region to work; between 2003-4 to 2006-7 over 7,000 migrants registered for National Insurance Numbers and over 4,700 (67%) came from the Accession States of Europe (the majority from Poland). Research with migrants to Highland highlights that quality of life is one of the main factors attracting people to the area. Community planning partners have worked to adapt services to enable migrants to stay in the region since 2006-7.</p> <p>Population growth brings with it opportunities to improve the demographic profile of the region and the population is now growing also in some of the younger age groups. It also brings opportunities to attract skilled people to the region to enable improvements in productivity in an area where there is low unemployment rates coupled with skills shortages.</p> <p>Population growth has been particularly strong around main settlements and transport hubs. In particular, there has been strong growth within the Inner Moray Firth area, influenced by the extent and range of employment and housing developments within the area. However, there are challenges in achieving population growth, particularly in fragile areas and where public services are limited and/or where housing is in short supply. Caithness & Sutherland is particularly demographically fragile with -3.3% population decline between 1996 and 2001. There is still a shortfall in people aged 16-44yrs in areas such as Skye & Wester Ross and Caithness and Sutherland.</p> <p>The unemployment rate in Highland is relatively low, although it varies across the region (between 1.7% and 3.8% in January 2008) and tends to be more seasonal than the Scottish figures. This reflects the relative importance of agriculture and tourism to the regional economy. Forestry, fishing and construction are other sectors that provide a larger percentage of employment in Highland than in Scotland. Many of these sectors are key economic drivers in remote areas and islands.</p> <p>Traditional sectors are associated with lower productivity levels in Highland. The dominance of small businesses in the area also brings productivity challenges. In Highland almost 60% of employees work in businesses with less than 50 employees, compared to just over 40% of employees in Scotland. In addition, the Census showed that 1 in every 10 people of working age in Highland</p> |
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are self-employed, compared to 1 in every 15 in Scotland. The level of self employment tends to be higher in the more remote and island areas, influenced by the high incidence of farm ownership in these areas.

Continuing low average GDP/wage rates continues to be a challenge. Emerging sectors, however, are providing higher value employment opportunities within the region and focusing public sector support on increasing productivity in business with growth potential in these sectors, including niche tourism, energy, creative industries and life sciences, is a regional priority.

The contribution of small and medium size enterprise is significant to the region. The rate of new business starts is higher in Highland, in 2007 the figure was 5.7 per 1,000 population compared to the Scottish average of 4.9. This figure rises to 6 per 1,000 population in the Inner Moray Firth. There are also high business start-up rates in rural areas of Highland, such as Skye & Wester Ross and Lochaber, linked to limited employment opportunities and a predominance of traditional industries with high levels of self-employment. Furthermore, there is a higher business survival rate in Highland compared to Scotland. In Highland 75% of the businesses registered in 2002 were still trading in 2005, compared to 70% across Scotland.

Social enterprises also play an important role in the economic vitality of the Highlands, particularly in remote and rural areas where smaller populations and smaller customer base make provision of some services expensive for public sector and unprofitable for the private sector. Community based development organisations and social enterprises play an increasingly important role in niche markets and in compensating for market failure in important sectors of the economy in Highland. They will have an important underpinning role in the development of the activities of the Fairer Scotland Fund and other specific funding streams in Highland, in developing local opportunities and services; creating employment and helping to provide improved incomes and quality of life for residents

Local outcomes for Highland which contribute to the national outcomes are focused on: growing more local business, including social enterprise; increasing productivity in key sectors; and continued population growth across the Highlands.

Related indicators are found in the Single Outcome Agreement for:

- Targeted area regeneration and employment – National Outcome 2
- Increasing incomes – National Outcome 2
- Decentralising public sector jobs – National Outcome 2
- Employability – National Outcome 3
- Social enterprise and voluntary organisations – National Outcome 11
- Access to public services – National Outcome 10
- Increasing the supply of affordable housing – National outcome 10

| | Local outcome 1.1 To grow more local businesses, including social enterprise | Relevant indicators | Frequency / Type / Source | Baseline (2006-7) | Targets & Timescales |
|--|--|---|---|---|--|
| | | Increase the business start up rate | Yearly/Committee of Scottish Clearing Banks/ http://www.scotbanks.org.uk/facts_and_figures.php | 5.7 per 1,000 population in 2007 | > 5.7 per 1,000 population (2010/11) |
| | | Increase the number of business start ups with public agency support (show split for social enterprise and private sector) | Yearly/ HIE & HC Highland Council (CP 4.10) Recording split for social enterprise to begin in 2008-9. Business Gateway should resolve any double counting issue | 273 HIE 49 private sector and 5 social enterprise HC 2006-07 | Target To be confirmed following Business Gateway discussions. |
| | | Increase the number of account managed social enterprises with growth plans (split for social enterprise and private sector is unavailable) | Yearly/BERR/ http://stats.berr.gov.uk/ed/survival/ | 20 (2008/09) | 30 (2010/11) |
| | | Increase the number of VAT registered businesses (split for social enterprise and private sector is unavailable) | Yearly/BERR/ http://stats.berr.gov.uk/ed/vat/ | 620 (2006/07) | 650 (2010/11) |
| | | More local suppliers tender for Council goods and services | Quarterly / Quantitative / Highland Council (CP 4.12) | Base-line to be gathered 2008-9 | Target set 2009 |
| | | Increase % non householder planning applications dealt with within two months | Quarterly / Quantitative SPI / Highland Council (P&D HC CP 4.4) Indicator likely to change to reflect new regulations from Planning (Scot) Act. | 47.4% 2006-7 | 60% (2010/11) |

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| | Local outcome 1.2 | Increase in productivity in HIE-assisted businesses within the key sectors | HIE/ Annual/ Quantitative | 15% growth achieved 2007 | 20% increase by (2010/11) |
| | Increased productivity in businesses with growth potential in the key sectors of: tourism; food and drink; financial services; energy; life sciences; and creative industries | Increase installed capacity of renewable energy to 1280MW by 2010 | Annual/ quantitative/ Highland Council (Planning and Development Service HC CP 3.20) | 506MW 2005 | 1280MW by 2010 |
| | Local outcome 1.3 | Year on year increase in the Highland population from 208,920 (Census 2001) | Annual mid year estimates/ quantitative / GROS | 215,310 2006 | Growth of between 700 and 1200 per annum to 2010-11 |
| | Balanced population growth across the Highlands | Increase the number of new learners supported with English language tuition | Annual/ quantitative/ Highland Council (CLD partnership CP 5.13) | 758 (2006/07) | 1090 2008-9 with review in 2009 |
| | | Increase the number of inward migrants and their families, who have limited English language, to settle in to the Highlands. | Annual / Quantitative/ Highland Council (Service from Community Based Language Assistants, ECS HC CP 5.14) | 0 (2006/07) | 285 (2008-9) Target reviewed 2009 |
| | Required Actions / commitment by local partners for these outcomes | <p>HIE is to focus on support for businesses in key sectors and those with growth potential. The new concordat for the Business Gateway service will trigger the referral mechanism from the Council to HIE for support.</p> <p>New managerial partnership arrangements for delivering against this outcome will be developed in early 2008-9. This will cover Business Gateway and partnership support for key sectors (including the fit between Council and HIE targets and how the region will contribute to the Government's target of 50% growth in tourism by 2015).</p> <p>HIE targets, base-lines and data will be confirmed as the operating plan is developed.</p> <p>During 2008-9 new methods of engaging with the business sector will be developed with the closure of the four LECs and Local Economic Forums in Highland. This will involve the Council and any other relevant partners. This will offer scope to develop better qualitative measures of business opinion and satisfaction with the area.</p> | | | |
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| | <p>Scottish Government required action / commitment to support delivery of local outcome</p> | <p>It would be helpful if the Government could improve BERR statistics to show split between social enterprise and private sector.</p> <p>The GROS population projections tend to underestimate actual population growth, even as evidenced by the mid year estimates. However even with these estimates, they appear to understate the scale of inward migration to the Highlands particularly from out with the UK and especially in comparison to other official statistics on e.g. National Insurance Registrations. This under-estimation, along with the time lag in considering population change within the Council's Grant settlement, means that the Government support for inward migration is insufficient for the way in which services need to be adapted, particularly for those migrants and their families without English as a first language.</p> <p>While additional Government funding for language classes is welcome, a real pressure exists on supporting children in school without English as a first language to achieve well and on a level playing field. There are currently 733 pupils without English as a first language, speaking 61 different languages in Highland schools, with Polish spoken by 31%. This is an 81% increase since 2005-6. It would be helpful to discuss how the Grant settlement can be more responsive to actual service demand and demographic change rather than dated and apparently under-estimated population figures.</p> |
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7.2 Single Outcome Agreement – Highland Council

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| <p>National Outcome 2</p> <p>We realise our full economic potential with more and better employment opportunities for our people</p> <p>Scope of governance and accountability locally</p> <p>HIE Highland Council Child care providers in third sector Caithness and North Sutherland Regeneration Partnership (list members)</p> | <p>Local Context</p> <p>Participation rates in the Highlands area are amongst the highest in the country with some 83% of the workforce actually in work. Unemployment rates are correspondingly low and have been below the Scottish average for most of the last three years. The overall unemployment rate in Highland is at an all-time low with the latest figures showing a lower unemployment rate in Highland (1.9%) relative to Scotland (2.3%) and Great Britain (2.2%). The most recent figures show the variation in low levels of unemployment across the region, from 3.8% in Wick in January 2008 to 1.7% in Inverness. This low unemployment is evidence of a turnaround in economic fortunes for the region.</p> <p>Challenges remain however in terms of:</p> <ul style="list-style-type: none"> • Fragility in the economy with a low share of employment in high value (and high paying) sectors such as financial services, research and development and the knowledge economy; • The nature of sectoral employment, with “public administration, education and health” accounting for up to one third of jobs and the location of those jobs important in sustaining local economies; “agriculture and fishing” featuring strongly in Skye, Wester Ross and Lochaber; “distribution, hotels and restaurants” important in all areas; and “energy, water and manufacturing” featuring in Caithness and Sutherland. • The dominance of small firms in the regional economy, the lack of private sector head offices and the relatively large number of tourism and primary sector firms, where the value of output per worker tends to be lower and prospects for development and career progression are more limited; • The narrow economic base and seasonality of activity in the more remote areas also leads to a situation where many people have a number of part-time occupations throughout the year which often results in a lack of specialisation and relatively highly qualified individuals inadvertently underemployed. Seasonal employment is higher than the Scottish figures, with seasonal fluctuations particularly marked in the west Highlands and Skye; • Uneven economic circumstances across a large and sparsely population region with: <ul style="list-style-type: none"> ➤ population growth and prosperity concentrated in the Inner Moray Firth area; ➤ some of the more remote and fragile areas continuing to suffer from out-migration of young people and lack of economic opportunity; ➤ high levels of job losses for Caithness and north Sutherland arising from decommissioning of the Dounreay facility (around 600 jobs are expected to be lost by 2012 and 1600 jobs lost by 2025); and |
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➤ over 14,000 employment deprived people living in areas of concentrated multiple deprivation and in 17 data zones which are within the 15% most deprived in Scotland (SIMD 2006).

- Low incomes. In 2006 the average income from full-time jobs in Highland was £19,926; 88.8% of the Scottish average (£22,433) and 85.2% of the UK average (£23,372). The median gross weekly pay for full-time resident workers in 2006 was £383.20 per week compared to £431.40 in Scotland (CACI pay check data set)
- Providing wrap around childcare that is fit for purpose and affordable across Highland communities. While the development of childcare provision, including pre-school services, has been a considerable success over the past 6 to 8 years; rationalisation of provision is required particularly to take account of current and projected demographics and the expressed needs of parents for joined up provision between 8am and 6pm Monday to Friday.
- Around 21,000 people economically inactive in Highland an estimated 6,000 to 7,000 requiring support to overcome barriers to allow them to work (Source: draft Highland Workforce Development Plan May 2007).

Local outcomes for the region therefore focus on: sustaining the high levels of employment and economic activity; increasing median earnings in the region; and achieving more balanced economic growth across the Highlands.

Related indicators in the Single Outcome Agreement are:

- Business growth and support and support for economic migrants – National Outcome 1
- Employability – National Outcome 3
- The Curriculum for Excellence – National Outcome 4
- Healthy population – National outcome 6
- Supporting harder to reach groups into employment – National Outcome 7
- The development of small towns – National Outcome 10
- Support for the voluntary / social economy sector – National Outcome 11

| Local outcome 1 | Relevant indicators | Frequency / Type / Source | Baseline (2006-7) | Targets & Timescales |
|---|-----------------------------|--|-------------------|----------------------|
| High levels of economic activity are sustained | Working Age Employment rate | Annual Population Survey / http://www.scotland.gov.uk/Publications/2007/06/26165000/0 | 78.8% | 85% by 2010-11 |
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| | | Maintain support for people into and sustained in work through Council grant and loans schemes to business | Annual / Quantitative/ Highland Council (HOL programme HC CP 4.9) | 250 (2006/07) | At least 250 per annum to 2010-11 |
| | | At least one wrap around child care provider to be available within each of the 29 Associated School Groups (ASG). | Annual / Highland Council (HC CP 9.19 amend) | 17 (2007/08) | 24 (2010/11) |
| | Local outcome 2 Median earnings increase in Highland | Increase median earnings in £s for residents living in the local authority area who are employed | Annual Survey of Hours and Earnings (residency based median earnings for all employees) / http://www.statistics.gov.uk/StatBase/Product.asp?vlnk=13101 | £17,000 per year 2006 | Increase earnings in real terms by 5% over 3-years (2010/11) |
| | | Median wage in jobs supported by HIE maintained at 20% higher than the median private sector wages in Highland | Annual / Quantitative / HIE | 100% jobs supported with median wage 20% higher (2006/07) | Maintain current position (2010/11) |
| | | Increase the overall income and proportion of income earned by the 3 lowest income deciles as a group by 2017 | Annual / Quantitative / Scottish Government | Develop National Framework (2008/09) | Framework in place and operational (2010/11) |
| | Local outcome 3 More balanced economic growth across the Highlands (target transformation to areas of lowest or falling levels of economic activity) | Levels of jobs, income and public services maintained in Caithness and north Sutherland (to counter the job losses arising from nuclear decommissioning) | Annual / Quantitative/ Caithness and North Sutherland Partnership Highland Council (HC CP 4.7 and 4.8) | Base-line to be established for 2007-8 | Baseline figure to be maintained to 2011 |
| | | % HIE budget weighted to fragile areas | HIE/ Annual/ Programme monitoring | Baseline to be established. | Invest 12% of Enterprise Programmes |

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| | | | | | budget in fragile areas (against 9.7% of the Highland population living in fragile areas designated by HIE). |
| | | Public sector jobs decentralised | Annual/ quantitative/ Highland Council for HC jobs (HC CP 4.14 | 95% Council jobs located out with HQ | Minimum 95% By 2011 |
| | Required Actions / commitment by local partners for these outcomes | <p>HIE will target its efforts at supporting businesses with the greatest growth potential – with a particular focus on those creating jobs paying higher than average wages. Specific targets for HIE will be confirmed when the operating plan is approved by the Government.</p> <p>In early 2008-9 new managerial arrangements will be established to deliver against this outcome. This will include: jointly identifying areas of deprivation (rural and urban) and priority regeneration areas and mapping out the funding opportunities for community based economic development from the SRDP, the Fairer Scotland Fund, the LEADER/Convergence Programme, ERDF Priority 3 and ESF Priority 1 and the emerging EFF and determine how best such funds can be integrated and invested to achieve economic growth and sustain communities across the Highlands. The ability to draw down EU funding is reliant on the availability of match funding.</p> <p>The improved alignment of the community planning partners' resources in tackling patterns of under and unemployment in Highland by maximising the impact of these resources will be vital to achieving the aims of reducing disparities in approaches to area and individual poverty in Highland.</p> | | | |
| | Scottish Government required action / commitment to support delivery of local outcome | <p>Incomes data is not as robust or reliable as it needs to be at local authority level especially for measuring improvement. The Government is asked to consider how this can be improved and whether there is scope for using other incomes data held by the UK Government for income tax purposes.</p> | | | |

7.3 Single Outcome Agreement – Highland Council

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| <p>National Outcome 3</p> <p>We are better educated, more skilled and more successful, renowned for our research and innovation</p> <p>Scope of governance and accountability locally:</p> <p>Highland Council HIE SQA Strategy Group Skills Development Scotland UHI NHS Highland</p> | <p>Local Context</p> <p><u>Transition from secondary schools</u></p> <p>Transition in Highland is significantly affected by the proximity of services and opportunities. Performance in schools at SCQF levels 4, 5, and 6 by the end of S6 exceeds national levels and the performance of comparator authorities. From this very good start, the proportion of school leavers who go to Higher Education reflects the national picture (29.4% of school leavers in 2007) but is much more of a transition here since nearly all have to leave home.</p> <p>The proportion of young people studying on higher education programmes with UHI Millennium Institute is relatively small when compared with traditional universities. It is anticipated that the acquisition of university title by UHI will be an important factor in increasing the number of young people who choose to study with UHI, as will be continued development of the breadth of the curriculum offered.</p> <p>Traditionally, in terms of school leavers, there has been below average attendance at further education institutions in Highland (18.2% in Highland 2007 compared to 23.5% nationally). A significant majority of further education students are female. Lower than average attendance in further education colleges is influenced by the nature of the dispersed settlement pattern and the location of colleges. New ways are being developed to improve accessibility to further education. These include:</p> <ul style="list-style-type: none"> • Significant local development of Skills for Work Courses in Highland over the past few years up to the present involvement of almost 700 pupils. These are provided by both Inverness and North Highland Colleges but the greatest provider is the schools themselves. Courses include Sport and Recreation, Early Education and Childcare, Construction, Rural Skills, Vehicle Mechanics, Hospitality, Engineering. • Using the network of over 50 community-based learning centres across the Highland Council area. <p>Highland has a significantly higher proportion of young people moving directly into employment (39.4% in 2007 compared to 28% nationally) with a clear majority of this group being male. There are concerns that this move into employment may not be accompanied by skills development or with prospects for career progression.</p> <p>National training programmes will continue to be run through the new the new agency Skills Development Scotland (SDS), including:</p> <ul style="list-style-type: none"> • Training for Work which provides tailored job-related skills interventions for those who are otherwise well suited to enter/re-enter sustained employment (94 in 2006-7); |
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- Skillseekers (training to Vocational Qualification Level 2 – 2-7 starts in 2006-7);
- Modern Apprenticeship programmes (training to Vocational Qualification Level 3 – 573 starts in 2006-7).
- Get Ready for Work (GRfW) - Following successful piloting in Highland, SDS deliver a flexible model of GRfW for young people who without additional support would be unable to access jobs (244 starts in 2006-7). A key element of provision is the enhanced aftercare and support provided to both clients and to employers.

Lower levels of school leavers were recorded as unemployed seeking work in 2007 (7% compared to 11.1% nationally). See National Outcome 7 for relevant indicators.

Skills in the workforce

Improving access to learning opportunities in communities will provide opportunities for the wider population, including those in employment. Currently, 51% of workforce in Highland has NVQ level 3 or higher; although high levels of qualifications are not reflected in high earnings across the economy (see National Outcome 2 on the challenges to be addressed in the regional economy).

UHI has a relatively high proportion of mature part-time learners studying at campuses and learning centres throughout the region. Further development by UHI of the breadth and reach of its e-enabled flexible learning programmes will improve local access for those in employment to relevant opportunities for skills advancement.

Given that “public administration, education and health” account for a third of all jobs in the region, the role of public sector as an employer is important in terms of:

- supporting apprenticeships;
- recruiting and supporting graduate trainees;
- vocational learning;
- workforce planning.

Skills gaps in the Council include: social workers, engineers, accountants, environmental health officers, specialist teachers, technicians, construction professionals and building standards officers.

Within the NHS, the focus for service delivery over recent years has been towards preventative and anticipatory care in primary and community settings and this means the recruitment, development and retention of staff to provide healthcare on a multi-professional, collaborative and integrated basis. This represents a significant cultural challenge because it forces the blurring of roles and confronts the maintenance of professional boundaries. Service, financial and workforce planning are now more integrated at all levels across the NHS in Highland. A range of initiatives are underway to increase the pool from which NHS Highland recruits staff and to support the development and retention of existing staff.

Healthy workforce

Successful organisations and employers will pay proper regard to the health and well being of the workforce. The Healthy Working Lives Award accredits good practice which recognises:

- healthy activities, smoking cessation and healthy eating in the work place
- avoiding and protecting staff from workplace hazards
- advice and support for people who need it
- work opportunities made available, especially to people with disabilities or health problems.

Currently 62 workplaces in Highland Council area are signed up to the Healthy Working Lives programme, covering 26.5% of the workforce in Highland. While the programme is designed to support all workplaces, there are particular challenges for the number of small and medium sized enterprises in Highland. The partnership will continue to lead by example and work to increase the number of employers and employees covered by the award.

Research and innovation

As the locally-based higher education institution, UHI is developing indigenous research and innovation capacity. Public support is provided to research and development activities, primarily in health sciences, energy including marine energy.

Local outcomes focus on: increasing the proportion of school leavers in positive destinations, including training and apprenticeships; improving opportunities for learning locally in the Highlands; improving workforce development and planning; and supporting research and development in key sectors.

Other relevant indicators relate to:

- Regional economic development - National Outcome 1
- Support for inward migrants with English language tuition – National Outcome 1
- Addressing challenges in the regional economy – National Outcome 2
- Improving employability and successful transitions for young people and hard to reach groups – National Outcome 7 (tackling inequalities)

| Local outcome 3.1 | Relevant indicators | Frequency / Type / Source | Base-line (2006-7) | Targets & Timescales |
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| <p>Increase the proportion of school leavers in positive and sustained destinations</p> | <p>% school leavers going into employment education or training</p> | <p>Annual / Quantitative / Highland Council(HC CP9.12) and SDS</p> | <p>84% (2006/07)</p> | <p>87% (2008/09)</p> |
| | <p>Educational tariff scores for each quintile of S4 pupils</p> | <p>Annual / SQA exam results / Highland Council</p> | <p>(2007/08) Q1 21% Q2 22% Q3 21%</p> | <p>(2010/11) Q1 23% Q2 20% Q3 22%</p> |

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| | | | Q4 19% Q5 14% | Q4 19% Q5 16% |
| | Educational tariff scores for each quintile of S5 pupils | Annual / SQA exam results / Highland Council | 2007/8 baselines Q1 21% Q2 19% Q3 20% Q4 19% Q5 14% | 2010/11 Q1 21% Q2 20% Q3 21% Q4 19% Q5 16% |
| | Educational tariff scores for each quintile of S6 pupils | Annual / SQA exam results / Highland Council | 2007/8 baselines Q1 18% Q2 20% Q3 16% Q4 19% Q5 15% | 2007/8 baselines Q1 18% Q2 20% Q3 16% Q4 19% Q5 15% |
| | Increase number of children taking part in Skills for Work courses | Annual / Quantitative / Highland Council | 278 (2006/07) | 1700 (2010/11) (cumulative for 4 years) |
| | Increase the number of young people completing Skillsseekers programme | Monthly / Quantitative / Skills Development Scotland (SDS) | 63% (2007/08) (236 starts in 2007/08) | 70% (2007/08) |
| | Increase the number of young people with sustained positive outcomes from the Get Ready for Work programme | Monthly/ Quantitative/ SDS | 37% (205 starts in 2007/08) | 50% (2007/08) |
| Local Outcome 3.2 | Increase the number of employers engaged in apprenticeship training, especially in rural and fragile Areas | Monthly / Quantitative/ SDS | TBC SDS | TBC when SDS Operating Plan is agreed |
| Increase the number of young people in training and apprenticeships | Maintain the number of young people completing | Monthly / Quantitative/ SDS | 67% (2007/08) 481 start in | 75% (2008/09) |

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| | | apprenticeships | | (2007/08) | |
| | | Increase number of trainees and apprentices employed by the Council | Annual / quantitative / Highland Council (HC CP5.10) | 150 (2006/07) | 170 (2010/11) |
| | | Increase the number of young people (15-24) supported in work through the Council's Employment Grant Scheme | Quarterly/ ESF and HOL reports / Highland Council | Programme begins in 2008 | 50 from ESF matched programmes 2008/09 future target TBC |
| | <p>Local outcome 3.3</p> <p>More people able to access opportunities for learning and employment in their communities</p> | Increase number of UHI graduates entering into the local workforce | Annual / Quantitative/UHI | 46% of HE graduates with a Highland address entered local workforce. (2006/07) | To increase the number of HE graduates entering the local workforce. (2010/11) |
| | | Increase number of people studying in UHI | Annual / Quantitative/UHI | 3,056 (2006/07) | To increase the number of enrolments from students with a postcode address in Highland. (2010/11) |
| | | Outline planning approval for University campus, Inverness | Planning determination Highland Council (HC CP 5.1) | Awaiting roads project announcement from SG | Outline approval 2009 |
| | | Meet targets for numbers of people receiving individual careers advice | Quarterly/ Quantitative / SDS | 7311 (2007/08) | 6720 (2008/09) |
| | | Increase the % of positive outcomes from the Training for | Quarterly / Quantitative / SDS | 46% (66 start in | 40% (2008/09) |
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| | | Work programme | | 2007/08) | |
| Local outcome 3.4 Improved workforce development and workforce planning | | Increase number of account managed businesses with growth plans | Annual / Quantitative / HIE | 100 (2008/09) | 150 (2010/11) |
| | | Increase number of work places covered by the Healthy Working Lives programme | Annually / Quantitative / NHS Highland | 62 2007/08 programme starts | TBC |
| | | Increase the % of the Highland workforce covered by Healthy Working Lives | Annually / Quantitative / NHS Highland | 26.5% (2006/07) | TBC |
| | | Public sector organisations lead by example for accreditation for Healthy Working Lives | Highland Council, NHS Highland, Northern Constabulary, HIE | Bronze HC Bronze NHS Bronze NC Various up to Gold HIE | At least silver awards by 2010/11 |
| | | At least maintain the number of people in transition receiving individual careers advice | Monthly / Quantitative / SDS | 716 (2007/08) | 1000 (2008/09) |
| | | Workforce development: tackling underemployment | HIE | New Initiative (2007/08) | Minimum 2 region wide initiatives per year (2010/11) |
| | Local outcome 3.5 Research and development supported to deliver business growth in the Highlands | | Increase in knowledge transfer activity by UHI (as per SFC metrics) | Annual / Quantitative/UHI | £3.9M (2006/07) |

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| | | | | | in Highland (2010/11) |
| | | Local content in public sector supported renewables R&D activity | To be agreed with HIE, UHI and industry organisations (HIREG) | Baseline to be calculated with HIE and UHI | 50% by 2010 |
| | Required Actions / commitment by local partners for these outcomes | <p>New partnership arrangements are in place to provide more opportunities for young people to experience employment and vocational learning while at schools thorough skills development work and new courses accredited by SQA. This SQA Strategy Group covers the Highlands and Islands. During 2008-9 it will facilitate vocational learning where colleges cannot provide this in local communities.</p> <p>In early 2008/09, the partnership hopes to develop and agree performance indicators to measure both the number of graduates placed in business and increased investment in research and development activity within Highland. These indicators will complement and support the partnership's active contribution to developing the Highland economy.</p> <p>Also in early 2008-9, the managerial partnership arrangements to deliver against this outcome will be reviewed. This will include the position of the UHI and Skills Development Scotland in the formal community planning partnership. Improved quality in the training provider infrastructure, including better after care provision, should feature in future SDS contracts, depending on targets and resources available (should know from April 2008).</p> <p>With the creation of Skills Development Scotland from April 2008, the operating plan should be concluded by end April 2008 so targets will be amended or confirmed before end of June for inclusion in the Outcome Agreement. For this new organisation the data to be monitored needs to be broken down into each local authority area.</p> <p>Local partners will consider the benefits of working collaboratively to improve and deliver workforce management plans to take into account skills gaps and shortages, shared development and training for staff and accreditation through Healthy Working Lives. New indicators of success will be considered by 2009. In addition the partnership will continue to develop local labour market information and in particular how to tackle issues of underemployment or under use of qualifications in the workforce.</p> <p>During 2008-9 the Council will discuss the inclusion of Stirling University in the Outcome Agreement given the local base and research capacity.</p> | | | |
| | Scottish Government required action / commitment to support delivery of local outcome | The data used to track positive destinations does not indicate sustainability as tracking stops after year 1. Dialogue would be welcome with the Government on how this can be tracked post year 1. | | | |

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| | | <p>For further and higher education, the Council and partners seek Government support to:</p> <ul style="list-style-type: none">- address under participation in FE in the Highland Council area and provide progression routes to HE, with the development of the UHI- have continued investment by HIE and SFC in development of UHI research capacity.- support to complete the Eastern section of the Trunk Link Road in Inverness, currently considered as part of the Strategic Transport Projects Review, to enable the development t of the UHI campus in Inverness. |
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7.4 Single Outcome Agreement – Highland Council

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| <p>National Outcome 4</p> <p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p> <p>Scope of governance and accountability locally: Highland Council Northern Constabulary NHS Highland</p> | <p>Local Context</p> <p><u>Effective education services and performance in schools</u> Overall pupil numbers in Highland currently stand at currently stand at 32,163; they have declined significantly in primary schools while experiencing a small increase in secondary schools. Primary numbers have declined in all areas and this is evenly distributed across the Council Areas. Secondary populations have declined in Sutherland, Skye and Lochalsh, Ross & Cromarty and Lochaber. Secondary rolls have increased in Caithness, Inverness, Nairn, Badenoch and Strathspey.</p> <p>Achievement in schools compares well with the national average and with comparator authorities. In primary schools pupils perform around the comparator average and this moves to above this average at the end of S2 in Secondary school. At SQA levels 3, 4, 5 and 6, Highland outperforms both national and comparator authorities by the time pupils reach the end of S6. Significant work is presently being undertaken in a major literacy project that is having a significant impact in Primary schools and is seriously promoting and modelling reading and writing at all levels. The nationally recognised work on learning and teaching and Assessment is for Learning is having a significant effect on our practice by giving many young people additional opportunities for recognition of their ongoing achievements.</p> <p>School inspections reflect the variability of our schools. Normally around 26 primary and 6 secondary schools are inspected annually, with current cycle is under review by HMIE. Strengths tend to be on climate and relationships whilst weaknesses tend to be in the areas of self evaluation. Some schools are beginning to demonstrate excellence in their practice. The Quality Improvement Team are constantly engaged with schools, supporting and challenging them to improve, helping take forward strategies, promoting best practice and helping overcome weaknesses.</p> <p><u>Supporting young people to be confident and effective contributors</u> The Council is demonstrating its' commitment to engaging with young people on policy and service development at all levels by supporting and developing Highland Youth Voice, Youth Forums and pupil councils. It has a paid post of Youth Convener who has voting rights on two strategic committees. The Council has also established, and will continue to support, a <u>salaried</u> Youth Convener post with voting rights in the Education Culture and sport Committee and the Joint Committee for Children and Young People (JCCYP). It supports also initiatives which involve marginalised groups both in mainstream structures and specific developments.</p> <p>A "toolbox "of achievement awards is being developed using a variety of settings for work with a range of young people. The Duke of Edinburgh Award has been in use for a number of years. More recently Youth Achievement Awards, Xcel and the John Muir Award are being used with young people. Baselines have now been established for achievement award allowing the numbers participating and trends to be monitored towards the targets set for 2010/11.</p> |
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The Council has a Youth Work Policy which sets a clear remit for Youth Workers that targets young people in need, records and celebrates their achievement, offers them a voice, takes a lead in integrating and co-ordinating youth work and commits to partnership working.

Supporting young people to take responsibility in their life choices

In terms of youth crime and anti-social behaviour, Highland's experience is best described as mixed with information and perception surveys on community policing tending to highlight public concerns about young people and alcohol and young people on the street. Indeed these particular issues have been ranked fifth and tenth, respectively, among concerns reported by respondents to a multi-agency community policing survey conducted in 2007.

However, when examining crimes and offences recorded by Northern Constabulary, of the 47,406 crimes and offences recorded in 2006/07, only 7.2% (3,412) were committed by those aged under 16 years. This is despite this age group comprising 18.3% of the Highland population, which is only slightly higher than the comparable Scottish figure of 18% (mid-year estimates 2006). Young people are wrongly held to be disproportionately responsible for the perpetration of crimes and offences in Highland.

However for communities and a range of public services the activities of persistent young offenders can be a major challenge. Joint working and the development of new targeted services has contributed to halving the number of persistent young offenders between 2004 and 2007: the current numbers are low (below 30) and rates are well below the national average.

Levels of alcohol and drug misuse by our young people are a source of serious concern; recognised by the partner agencies in the Highland Drug and Alcohol Action Team with a concerted approach for intervention. Highland has developed local targets based on data from Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS). The targets for reduced Alcohol and Drug use for 13 and 15 year olds have been exceeded for the years 2002 to 2006. This is welcome but there can be no room for complacency as it is recognised that the levels of alcohol and drug misuse by our young people remains too high.

Positive activity programmes for young people such as street work, midnight football and diversionary activities are run by the Council and its partners across the Highland with a focus on areas of deprivation. Joint working between Social Work, Youth Action Service and Education, Culture and Sport to signpost young people into programmes of activity is starting to have an impact particularly in areas targeted. The Social Inclusion Partnership (1999 – 2005) and the Community Regeneration Fund (2005 – 2008) have been used by the community planning partners to focus on the needs of young people. The Fairer Scotland Fund will allow the partners to build on that experience and to target activity to communities and individuals who need additional investment.

| | Local outcome 4.1 | Relevant indicators | Frequency / Type / Source | Baseline (2006-7) | Targets & Timescales |
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| <p data-bbox="510 357 922 517">Continue to increase the proportion of pupils at all stages achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths</p> <p data-bbox="510 576 922 655">Note: achievement for Looked After Children is included in national Outcome 7</p> | | Increase proportion of pupils in primary school achieving or exceeding the appropriate levels relevant to their stage in reading | Annual / Quantitative / Highland Council (ECS HC CP 5.5) | 80% (2006/07) | 82% (2010/11) |
| | | Increase proportion of pupils in primary school achieving or exceeding the appropriate levels relevant to their stage in writing | Annual / Quantitative / Highland Council (ECS HC CP 5.5) | 75% (2006/07) | 78% (2010/11) |
| | | Increase proportion of pupils in primary school achieving or exceeding the appropriate levels relevant to their stage in maths | Annual / Quantitative / Highland Council (ECS HC CP 5.5) | 84% (2006/07) | 85.5% (2010/11) |
| | | Increase proportion of pupils in secondary school achieving or exceeding the appropriate levels relevant to their stage in reading | Annual / Quantitative / Highland Council (ECS HC CP 5.5) | 70% (2006/07) | 72% (2010/11) |
| | | Increase proportion of pupils in secondary school achieving or exceeding the appropriate levels relevant to their stage in writing | Annual / Quantitative / Highland Council (ECS HC CP 5.5) | 60% (2006/07) | 62% (2010/11) |
| | | Increase proportion of pupils in secondary school achieving or exceeding the appropriate levels relevant to their stage in maths | Annual / Quantitative / Highland Council (ECS HC CP 5.5) | 67% (2006/07) | 69% (2010/11) |
| | | Proportion of schools (inspected) receiving positive inspection reports | Annually / HMIE / Highland Council | 95% | >95% |
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| | Local outcome 4.2 More young people are confident and contribute effectively to their communities | All 29 secondary schools and 183 primary schools have active Pupil Councils | Annual /Schools data / Highland Council (HCCP 9.14) | 95% (2006/07) | 100% (2010/11) |
| | | Each Youth Forum(8) will meet with Ward members at least annually | Quarterly / Ward Forum reports / Highland Council (HC CP 9.15 amend) | 0 (2006/07) | 8 (2008/09) |
| | | Lower the voting age to 16 years for Community Council elections | Annual / Highland Council (HC CP 10.9) | New model scheme consultation 2008/09 | In place (2010/11) |
| | | Increase the number of children and young people taking part in recognised leadership and achievement awards (Duke of Edinburgh Awards, Sports Leaders and Xcel) | Annual / Quantitative/ Highland Council | 767 (2006/07) | 1056 (2010/11) |
| | | Youth worker present in every Associated School Group | Annual / Quantitative / Highland Council (HC CP9.18) | 8 (2006/07) | 29 (2008/09) |
| | Local outcome 4.3 More young people are supported to take responsibility in their life choices | Reduce the proportion of 13 and 15 year olds self-reporting using alcohol in the last week | Every four years / Qualitative / FHC2 17 | 2006 17% 13 yr olds 38% 15 yr olds | 2010 15% 13 yr olds 36% 15 yr olds |
| | | Reduce number of children under 15 hospitalised with alcohol related diagnosis | Annual/Quantitative/ISD/NH SH | 29 (2006/07) | TBC 2010 |
| | | Reduce the proportion of 13 and 15 year olds self-reporting smoking regularly each week | Every four years/ Qualitative / FHC2 17 | 2006 5% 13yr olds 12% 15yr olds | 2010 3% 13yr olds 10% 15 yr olds |
| | | Reduce the proportion of 13 and 15 year olds self-reporting | Every four years/ Qualitative / FHC2 17 | 2006 3% 13 yr olds | 2010 2% 13 yr olds |

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| | | using drugs in the last month | | 9% 15 yr olds | 7% 15 yr olds |
| | | No increase in the number of persistent young offenders | Quarterly / Quantitative / Scottish Children's Reporter Administration | 27 (2006/07) | No increase in numbers (2010/11) |
| | | Increase the number of young people taking part in targeted positive action (e.g. midnight football and street work) | Annual / Quantitative/ Highland Council | Base-line to be gathered 2008-9 | TBC after base-line identified (2008/09) |
| | | Increase the number of positive activities available to young people | Annual/ Quantitative/ HIFRS | 30 (2005/06) | 60 (2010/11) |
| | Required Actions / commitment by local partners for these outcomes | <p>To improve information on the extent to which young people take responsibility for their life choices, and to help target appropriate intervention, A new Lifestyle Survey of school age children is being piloted by the Council which will provide data on a range of behavioural matters. The Lifestyle Survey will address difficulty in reliably measuring progress in children and young people's health and wellbeing. The survey will provide qualitative and quantitative information on leisure; health; oral health; friendships; free time; smoking; alcohol and drugs. It should also provide better information on the scale and nature of bullying and to improve the measurement of the impact of anti-bullying strategies.</p> <p>In addition, there are information gaps which need to be addressed during the period of this outcome agreement to develop a more robust understanding of actual youth crime, antisocial behaviour and its geography. This is because some of the data presented, particularly of youth crimes recorded may be affected by particular practices and models of intervention, for example pro-active police activity may lead to differential reporting of crime in certain areas. In addition, data on crimes, offences and incidents reflect the reporting and recording of these crimes and possibly not actual levels of prevalence. With improvements to reporting processes and attitudinal changes to crime, it is likely that during the period of the outcome agreement, there may be an increase in some reported crimes, offences and referrals.</p> | | | |
| | Scottish Government required action / commitment to support delivery of local outcome | | | | |

7.5 Single Outcome Agreement – Highland Council

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| <p>National Outcome 5</p> <p>Our children have the best start in life and are ready to succeed.</p> <p>Scope of governance and a accountability locally:</p> <p>Highland Council NHS Highland Childcare providers (voluntary and private sector)</p> | <p>Highland Context:</p> <p>Highland, like all authorities, endeavours to ensure that our children have the best start in life and are ready to succeed. Services for children in early years includes education, health and for general development.</p> <p>The number of births registered in Highland has been fairly stable for the past 5 years at above 2,000 per annum; although a slight increase is noticed more recently from 2,228 in 2005-6 to 2,342 in 2007-8.</p> <p>Ensuring children have the best start in life requires work by a number of agencies across a range of services. National Government and Highland have identified the need to greatly improve joint working in children’s services for maximum benefit. Over the past 6 years, during the lifetime of two Integrated Children’s Service Plans, a coordinated and inclusive approach has been developed in Highland to lead and promote better integrated working at all levels across partner services.</p> <p>Highland has:-</p> <ul style="list-style-type: none"> • An effective and highly regarded joint service committee structure providing governance for Integrated Children’s Services across the local authority, Health, the voluntary sector and other partners. • A structure of joint working practice at senior and middle management and front line services. • A number of innovative integrated posts, delivering services across traditional service boundaries. • An Integrated Children’s Plan, a living document, updated, monitored and reviewed regularly – and linked with all related local planning http://www.forhighlandchildren.org/ • Become the national pathfinder authority for Getting It Right For Every Child (GIRFEC) over the past 18 months. This is a major development in integrated working with the principal aim that all children receive the services they need when they need them. This is described further under National Outcome 8. <p>Highland’s integrated children’s service structure supports and enhances the essential work of mainstream services in striving to deliver better outcomes for children and families.</p> <p>The review of the Integrated Children’s Plan FHC2 (2005 – 2008) demonstrates the following progress:-</p> <ul style="list-style-type: none"> • <u>Birthweight</u> – reduce the gap in birth weight amongst babies born to women in the highest and lowest deprivation groups. Progress is quite variable but overall there has been no significant change. Measures compared with national figures show less variation according to levels of deprivation. Progress ADEQUATE. • <u>Smoking in Pregnancy</u> – reduce the proportion of women smoking in early pregnancy. There has been a steady improvement reaching the national target but slightly behind national rates. Progress GOOD. • <u>Breastfeeding</u> – increase the proportion of mother’s breastfeeding at 6-8 weeks after birth. Data shows no appreciable change or that there could be a slight decline. Data collection has been of concern but new arrangements should result |
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by improved accuracy. Progress ADEQUATE.

- Immunisation – achieve and maintain a 95% uptake of the primary immunisation programme (24 months). A fairly stable picture is found for most except MMR which saw a significant drop but is now making a good recovery; although slightly behind national rates. Progress ADEQUATE.
- Surestart – substantially increase the number of vulnerable families of 0 – 3 year olds accessing services supported by Surestart funding. Each measure shows 100% rise representing a doubling of the number of children and families in receipt of a Surestart service. Progress GOOD.
- Parenting Programmes – increase the number of parents participating in funded parenting programmes. Mainly static performance with a recent decline and recovery. Progress ADEQUATE
- Unplanned Teenage pregnancy -decrease the proportion of young teenage pregnancy (13-15 years). Numbers and rates show a decline and have been consistently below national averages. However statistical validity is uncertain due to low numbers – Progress GOOD
- Oral Health – improve the oral health of young people. A mixed picture. Dental health of children especially under 5 years is improving. Percentage of under 18 year olds registered with NHS has not improved and is below the national rate.

Education services for children from nursery to Primary 3

There are 9,856 children enrolled in Council nurseries and up to primary 3 education. The Council area has 250 preschool establishments which are widely dispersed and sometimes in very isolated and remote communities. Of these:

- 160 centres run by the Council, including 24 centres which educate through the medium of Gaelic;
- 66 are partner centres managed on a voluntary basis
- 22 are partner centres privately run.

A significant challenge for the service is ensuring equality of provision across a widely dispersed area. Facilities are variable and there sometimes are difficulties with appropriate accommodation and outdoor play areas. The Council has developed strategies for the effective deployment of teachers across centres. Transitions, particularly in building upon previous experience from partner pre-school centres to Authority Primary schools remains a priority.

By the time youngsters reach Primary 3, they are making good progress both in English medium and Gaelic medium education. Overall results in reading, writing and mathematics together with Gaelic reading and writing at this stage have shown steady increases over the past 4 years.

Support for young children and families who do not have English as a first language is provided to help them settle in. This is included in National Outcome 1.

| Local Outcomes | Local Performance Indicators | Frequency / Type / Source | Baseline | Targets & Timescales |
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| <p>Local Outcome 5.1</p> <p>Early years services deliver improvement across all developmental indicators</p> | <p>Reduce the number of Low Birth Weight Babies</p> <p>Proportion of low birth weight singleton babies</p> | <p>SMR2 (Maternity Inpatient Care) records published by ISD. There are national problems with SMR2 data and data is available only to year end 2004/05</p> | <p>5.7%</p> <p>(2004/05)</p> | <p>TBC</p> <p>NHS</p> |
| | <p>Reduce the proportion of women smoking in early pregnancy</p> | <p>Annual/Quantitative/NHS Highland</p> <p>FHC2 KO22</p> | <p>23.1%</p> <p>(2004/05)</p> | <p>20%</p> <p>(2010/11)</p> |
| | <p>Increase the % of exclusively breast-fed children at 6-8 weeks by 2010/11</p> | <p>Annual / ISD Child Health System /NHS Highland</p> <p>FHC2 KO24 (amend)</p> | <p>28.8%</p> <p>(2006/07)</p> | <p>36.0%</p> <p>In 2010/11</p> |
| | <p>Achieve and maintain 95% uptake of the primary immunisation programme, including MMR1 (5 years)</p> | <p>Quarterly /</p> <p>ISD Child Health System/ HEAT / NHS</p> | <p>93.3%</p> <p>(2005/06)</p> | <p>95%</p> <p>(2007/08)</p> |
| | <p>Achieve a sustained increase in uptake rates at 24 months for MMR</p> | <p>Annual/Quantitative/NHS Highland</p> <p>FHC2 KO25</p> | <p>89.2%</p> <p>(Dec 2006)</p> | <p>95% continuous</p> <p>(2010/11)</p> |
| | <p>Increase the number of vulnerable families of 0-3 year olds accessing services supported by "SureStart" funding stream (average of quarterly reports)</p> | <p>Quarterly/Quantitative/ Highland Council</p> <p>FHC2 KO7(HC CP 9.22)</p> | <p>Number of 0-3yr</p> <p>939</p> <p>Number of families</p> <p>806</p> <p>(2006/07)</p> | <p>1100</p> <p>900</p> <p>(2010/11)</p> |
| | <p>Increase the number of parents participating in funded parenting programmes (average of quarterly reports)</p> | <p>Quarterly/Quantitative/ Highland Council</p> <p>FHC2 KO8</p> | <p>209</p> <p>(2006/07)</p> | <p>250</p> <p>(2010/11)</p> |
| | <p>Reduce by 20% the pregnancy rate (per 1000 population) in 13-15 year olds between 1995 and 2010</p> | <p>Annual – calendar year /Quantitative/NHS Highland</p> <p>FHC2 KO18 (amended)</p> | <p>6.7 per 1000</p> <p>(N=28) 1995</p> <p>(base-line)</p> | <p>20% reduction in rate by 2010.</p> |

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| | <p>It should be noted that the number of events is small and although the target is cast in terms of trend the reality is annual variation in numbers and rates</p> <p>http://www.isdscotland.org/isd/2071.html#Teenage_pregnancy_targets</p> <p>Data has been revised retrospectively as result of a change in data source and methodology.</p> | 8.1 per 1000 (N=33) 2005 | | |
| | <p>80% of 3-5 year olds to be registered with an NHS dentist by 2010-11 New target from 2008-9</p> | Quarterly/ ISD Management Information Dental Accounting System// HEAT target/ NHS Highland | 60.5% (Jun 2007) | 80% (2010) |
| | 90% of the targets in the Highland Play Strategy delivered by 2011 | Annual / Quantitative / Highland Council | 20% (2006/07) | 90% (2010/11) |
| Local outcome 5.2 | Increase the % of pupils in Primary 3 attaining the appropriate level in reading. | Annual / Quantitative / Highland Council | 82.4% (2006/07) | 86% (2010/11) |
| Effective education services for early years | Increase the % of pupils in Primary 3 attaining the appropriate level in writing. | Annual / Quantitative / Highland Council | 86% (2006/07) | 88% (2010/11) |
| | Increase the % of pupils in Primary 3 attaining the appropriate level in maths. | Annual / Quantitative / Highland Council | 96.7% (2006/07) | 96.7% (2010/11) |
| | Increase (<i>or sustain</i>) the proportion of pre School Centres receiving positive inspection reports <i>*See comment in support from Government below</i> | Annual / HMle and Care Commission reports / Highland Council | TBC* (2006/07) | TBC* (2010/11) |
| Required Actions/commitment by local partners for these outcomes | Continued commitment to children's services which are integrated better. | | | |
| Scottish Government required | The Council seeks a general endorsement of the benefits of Integrated Children's Planning and | | | |

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| | <p>action/commitment to support delivery of local outcome.</p> | <p>Services and ensuring that all relevant national and local public bodies engage with Local Authorities in joint strategies to achieve better outcomes for children and families.</p> <p>For monitoring pre-schools centres inspection reports, it would be helpful if the Care Commission would automatically and routinely provide the information in the indicator format for all pre school centres, including those provided by the third sector. The Highland Council is no longer directly advised of Partners Centre inspections nor receives copies of Care Commission reports for them. A national dataset is therefore required to enable the monitoring of positive pre school inspections. When this information is provided an appropriate target can be set.</p> |
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7.6 Single Outcome Agreement – Highland Council

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| <p>National Outcome 6</p> <p>We live longer, healthier lives.</p> <p>Scope of governance and accountability locally:</p> <p>Highland Council NHS Highland Northern Constabulary Voluntary sector providers</p> | <p>Local Context</p> <p>Life expectancy at birth has continued to increase in Highland and is currently 75.2 years for men and 80.6 years for women. The figures nationally are 74.6 years for men and 79.6 years for women. Not all of society has benefited equally from increases in life expectancy and there are known variations that primarily result from inequalities in socio-economic circumstances. For many the reality of the health inequality gap between the most and least deprived in Highland are poorer health, reduced quality of life and premature death. Chronic and degenerative diseases such as cancer, heart disease and stroke are the largest causes of premature death in Highland and Scotland. Suicide, self-inflicted injury and death from road accidents remain significantly higher in Highland than the Scottish average.</p> <p>Healthy life expectancy provides a summary measure of the years an individual can expect to live in good health after adjusting for limiting long-term illness. The available estimate suggests the difference between healthy and total life expectancy in Highland is about 18 years for males and 20 years for females.</p> <p>In order to optimise physical health and emotional wellbeing across the life course, key health improvement measures are identified from birth onwards. To ensure that the youngest in the area have the best possible start in life and are equipped to make healthy lifestyle choices, key improvement indicators relate to:</p> <ul style="list-style-type: none"> • birth weight; smoking in pregnancy; breast feeding; uptake of childhood vaccinations; dental health; parenting programmes; and reducing rates of unplanned teenage pregnancy (13-15 years). These are included in National Outcome 5. <p>For older children and young people key indicators relate to healthy weight and good activity levels for children. These are managed in partnership between the Council and NHS Highland through the framework for delivering the multi agency Children's Plan and include action from the "your choice to healthy living" initiative and the implementation of the new Schools Health Promotion and Nutrition (Scotland) Act 2007.</p> <p>While data indicates that girls outperform boys in cardiovascular fitness tests at P7, national data (Healthier Scotland) shows a significant drop off in the participation of girls after the transition into secondary school. This transition period will be focused upon in the new multi-agency Physical Activity Strategy for Highland which is currently under development.</p> <p>In addition, the following health improvement indicators for young people are included in the Outcome Agreement:</p> <ul style="list-style-type: none"> • substance misuse – National Outcome 4; • suicide and self-harm - National Outcome 8; |
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- road traffic accidents - National Outcome 9.

Healthy lifestyle choices can delay the onset of diseases such as cancer, heart disease and stroke, and reduce preventable accidents. Health problems that arise from excess consumption of alcohol contribute a significant burden of ill health in Highland and can result in wider social problems such as family dislocation, recorded crime, absenteeism from work and financial difficulties. Scotland has the highest death rate from liver disease in Western Europe and Highland has a particularly high rate of acute admission to hospital for alcohol related diagnosis - age and sex adjusted rates in 2005-06 were 966 per 100,000 compared to 719 per 100,000 nationally. Because the Highlands have among the highest levels of crimes recorded which involve alcohol, key indicators for measuring problematic alcohol misuse are included in National Outcome 9 (community safety).

The underlying causes of poor health can include poverty and reflect other ways in which people are disadvantaged. Indicators to measure a reduction in health inequalities are included in National Outcome 7 (inequalities).

NHS Highland working in partnership with both Local Authorities and its national partners intends to anticipate health care need, provide preventive care and to deliver high quality services to the population based upon principles of equity of access. These priorities are reflected in health improvement, efficiency, access and treatment deliverables agreed annually between the Board and the Scottish Government.

In addition to individuals' lifestyle choices, the Highland Community Planning Partnership has great potential to foster healthier lives and wellbeing through healthier public policies which improve:

- regional prosperity – reflected in National Outcome 1;
- employability – included in National Outcome 2;
- working environments (Healthy Working Lives) – included in National Outcome 3;
- access to public and active transport – included in National Outcome 10;
- accessibility to public services – included in National outcome 10;
- support communities to develop social capital – reflected in National Outcomes 11;
- enjoyment of the outdoors – included in National Outcome 12;
- social inclusion, participation in cultural programmes and events and valuing diversity – included in National Outcome 13;
- health and safety by adapting services to deal with global warming – included in National Outcome 14;
- public engagement and listening to communities to provide responsive services – included in National Outcome 15.

Clearly the health improvement agenda cuts across and supports all of the national outcomes. Specific indicators to include below relate to health improvement by providing appropriate care for older people; reducing smoking, promoting healthy weight and improving services for people with mental ill health. In addition during 2009/10, the Partnership will set targets for other Public Sector staff for awareness raising and training in suicide prevention to be implemented from 2009/10 onwards.

With larger cohorts moving into older age groups in the Highland population, and improvements in mortality rates resulting in increased longevity, the numbers of people aged over 75 in the area are expected to grow by 120 percent by 2031. Addressing the causes and prevention of chronic diseases and disability, and preserving good health in an ageing population, are crucial in ensuring that every individual will have the opportunity to benefit from longer life in a healthy Highland. Currently, more funding is targeted to care in residential or institutional settings than for care funded at home (75:25 ratio compared to 62:38 nationally) Providing for the care of those with chronic conditions through partnership working is reflected in current local outcome priorities and community care targets that are under development.

Smoking remains the most important preventable cause of ill-health and premature death in Scotland. The most recent estimate of smoking prevalence in Highland is that 22 percent of adults over 16 years of age smoke. Within the context of the comprehensive national tobacco control strategy, Highland intends to continue to reduce smoking among children and young people; to help adults – especially the most disadvantaged – to give up smoking; and, to offer particular help to pregnant women who smoke. Key improvement indicators are listed below.

Levels of unhealthy weight for Scotland are second only to the USA among countries in the Organisation for Economic Co-operation and Development. Unhealthy weight is a risk factor for a range of chronic diseases and there is concern that the increasing prevalence of unhealthy weight will lead to increased rates of diseases such as diabetes, coronary heart disease and certain cancers. Key improvement indicators are listed below.

Currently there is no accredited measure of positive mental health or wellbeing for the population or any estimate of the impact of mental ill health upon healthy life expectancy. The Highland partners recognise that good mental health and emotional wellbeing is a key factor in ensuring that Highland is a healthy place to live and work. Effort is ongoing to raise awareness about mental health and wellbeing, to challenge stigmatisation, to prevent suicide and to provide support for recovery from mental illness.

| Local outcomes | Relevant indicators | Frequency / Type / Source | Baseline (2006-7) | Targets & Timescales |
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| Local outcome 6.1 Increase proportions of older people receiving appropriate care in the appropriate setting to maintain or improve their independence. | Reduce the rate per 1,000 of emergency readmissions (2 or more times in a year) by 20% for people aged 65 and over from 2004/05. | Annual / Quantitative / NHS Highland (and HC CP 1.8) | 42.7. (In 2004/05) | 34.5 (In 2008/09) |
| | Reduce occupied bed day rate per 1,000 as a result of an emergency admission for | Annual / ISD SMR01 / NHS Highland | 3293.7 (In 2004/05) | 2949.7 (In 2008/09) |

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| | | patients aged 65 and over by 10% from 2004/05. | | | |
| | | Reduce admissions rates per 100,000 for long term conditions from 2006-7 to 2010-11. | Annual / HEAT / ISD SMR01 NHS Highland | 2366 (2006/07) | 2092 (2010/11) |
| | | Reduce the number of people waiting more than 6 weeks to be discharged from hospital into a more appropriate care setting. | Quarterly / National Delayed Discharge Census (6 weeks in arrears) / NHS Highland Data Source: http://www.isdscotland.org/isd/1208.html | Number outwith 6 week = 16 January 2008 Census : | 0 (April 2008) |
| | | Increase the number of Telecare packages providing enhanced facilities for vulnerable and frail people in their homes - NB includes figures above for enhanced complex packages | Quarterly reports / Highland Council | 2397 dispersed units (2007/08) | Additional 120 dispersed units (2008/09) |
| | | Increase the number of Telecare packages providing enhanced facilities for vulnerable and frail people in their homes | Quarterly reports/ QPR/ Highland Council NB includes figures above for enhanced complex packages | 2397 dispersed units end March 2008 | Additional 120 dispersed units by end March 2009 |
| | | Shift the balance of care to enable more people to be cared for in the community and at home – 5% revenue shift from care homes to home care and 5% revenues shift from hospital to community care | Quarterly financial reports | Shift in resource agreed 2008 | Resource shift amounts to £1.435m HC £3.945 NHS 2009/10 |
| | | Increase the availability and targeted take up of respite | Quarterly reports/ SPI/ Highland Council | 6274 bednights + 27044 hours | Equivalent to 9274 bednights |

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| | | equivalent to 3000 additional bednights per annum | | (2007/08) | (2009/10) |
| | | 600 new houses built for older people or people with disabilities | Quarterly-RSL returns Highland Council (HC CP 1.1) | 40 (2006/07) | 600 (2010/11) |
| | Local outcome 6.2 Reduce the % of the adult population who smoke | Through smoking cessation services, support 8% of smoking population in successfully quitting (at one month post quit) over the period 2008/09-2010/11. | Annual / ISD National Smoking Cessation Database / NHS Highland | Base-line to be established | 4944 By 2010 NB for NHS geography – Highland Council area figure TBC |
| | Local outcome 6.3 Reduce obesity in the population | Achieve agreed completion rates for child healthy weight programme by 2010-11 | Annual / HEAT / NHS Highland | 0 – new target 2007/08 | 1,217 (2010/11) |
| | See also National Outcome 12 on services to promote the enjoyment of the natural environment and visits to the outdoors. | Increase the average cardiovascular fitness of boys in primary 7 | Annual / Quantitative controlled testing / Highland Council 2006/07 | 28 (2006/07) | 29 (2010/11) |
| | | Number of shuttle runs over set period in controlled conditions | | | |
| | | Increase the average cardiovascular fitness of girls in primary 7 <i>Number of shuttle runs over set period in controlled conditions</i> | Annual / Quantitative controlled testing / Highland Council 2006/07 | 34 (2006/07) | 35 (2010/11) |
| | | Increase by 4% No. participant session in Active Schools programme for girls in primary school | Annual/Quantitative/ Highland Council | 173,079 (2006/07) | 180,000 (2010/11) |
| | | Increase by 3% No. participant | Annual/Quantitative/ | 205,003 | 211,100 |

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| | | session in Active Schools programme for boys in primary school | Highland Council | (2006/07) | (2010/11) |
| | | Increase by 4% No. participant session in Active Schools programme for girls in secondary school | Annual/Quantitative/ Highland Council | 83,892 (2006/07) | 87,200 (2010/11) |
| | | Increase by 3% No. participant session in Active Schools programme for boys in secondary school | Annual/Quantitative/ Highland Council | 143,055 (2006/07) | 147,300 (2010/11) |
| | | 100% schools maintain health promoting schools status | Annual / re-accreditation via QA process / Highland Council | 100% (2006/07) | 100% (2010/11) |
| | | Increase membership in Highland Council run and supported leisure centres (including swimming pools) | Annual / Quantitative / Highland Council | 19,789 (2006/07) | 20,500 (2010/11) |
| | Local Outcome 6.4 People affected by mental ill health receive appropriate care for their needs | Increase the number of professional staff in SW trained in suicide prevention | Annual / Quantitative / Highland Council | 26 (2008/09) | 39 (2010/11) |
| | | Reduction in the suicide rate between 2002 and 2013 by 20 percent. | Deaths caused by intentional self-harm and events of undetermined intent expressed as a rate per 100,000 population. General Registers Office for Scotland (GRO(S)). Frequency annual (calendar)– 8 months in arrears / NHS Highland | *2002: 20.7 per 100,000 (N= 43) 2006: 18.6 per 100,000 (N=40) | 20% reduction from 2002 |
| | | Achieve 50% of key frontline | 6 monthly / | 24% | 50% |

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| | | staff (primary care, mental health, substance misuse, A&E) being educated and trained in suicide assessment/prevention tools and training programmes by 2010. | Commitment 7 Delivering for Mental Health / NHS Highland | (2008) | (2010) |
| | | Reduce the annual rate of increase of defined-daily-dose per capita of anti-depressants to zero by 2009/10. | Annual/ ISD Prescribing Information System/ NHS Highland Figures currently for NHS geography and not HC | 26.3 (Jun 2006) | 26.1 (2010/11) |
| | | Reduce the number of readmissions (within 1 year) for those that have had a psychiatric hospital admission of over 7 days by 10% by Dec 2009 | Annual / ISD SMR04/ NHS Highland Figures currently for NHS geography and not HC | 326 (Dec 2004) | 293 (Dec 2009) |
| | | Increase the number of patients with early diagnosis and management of a dementia by Mar 2011. | Annual / Quality Outcome Framework dementia register/ NHS Highland | 1925 (2006/07) | 2560 (2010/11) |
| | Required Actions / commitment by local partners for these outcomes | <p>Areas of partnership development for 2008-9 include:</p> <ul style="list-style-type: none"> the establishment of a new Joint Performance Board between the Council and NHS Highland for community care services. As well as monitoring performance and taking remedial action where required, the Board will consider the implementation of any further Government policy requirements, including the new national community care performance framework. the creation of a new stakeholder forum for community care to ensure meaningful engagement with service users and carers. the integration of the community care performance framework the delivery of a Mentally Flourishing Scotland. Performance monitoring and implementation of the Your Choice Health Action Group (HAG) for children and young people which is jointly chaired by the Council and NHS Highland. how best to continue the Choose Life programme since removal of the ring fenced funding to continue the successful work to reduce suicide and deliberate self-harm rates. | | | |

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| | Scottish Government required action / commitment to support delivery of local outcome | <p>Local partners are keen to develop a pan-Highland alcohol strategy but this needs to be supported by the development of a national comprehensive and effective control policy. Local partners will respond to the Government's consultation on alcohol policy expected in the summer 2008.</p> <p>In terms of performance management, it would be helpful if the Scottish Government could:</p> <ul style="list-style-type: none">• identify data source for alcohol brief intervention.• Note that the indicator of No. of people per head of 10,000 population being prescribed drugs for anxiety, depression or psychosis – is based on estimates and not counts and thus not used in the Highland Agreement. |
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7.7 Single Outcome Agreement – Highland Council

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| <p>National Outcome 7 We have tackled the significant inequalities in Scottish society</p> <p>Scope of governance and accountability locally: Highland Council Job Centre+ NHS Highland HIE Northern Constabulary HIFRS Highland Adult Literacies Partnership (Council, Careers Scotland, WEA, Highland Colleges, Youth Highland, LEAD Scotland, Inverness Prison, Learning Centres and Training and Guidance (TAG) NHS). Registered Social Landlords Advice agencies including CABx</p> | <p>Local Context</p> <p>Socio-economic inequalities often manifest in poverty and poorer health. The underlying causes of inequalities can be related to gender, disability and race, childhood experience and a lack of opportunity. In the Highlands inequalities can be exacerbated by poorer access to services particularly in rural and remote areas.</p> <p>To contribute to the national outcome in tackling inequalities, the Highland Community Planning Partnership will focus on tackling poverty (through improving employability, affordability of services and financial inclusion), dealing better with homelessness, improving health among the most disadvantaged in the region and promoting equalities across all 6 strands (age, faith, race, disability, sexual orientation and gender).</p> <p>Improving equalities outcomes will take time, not least because interventions need to be wider than changing individual behaviours and include broader economic and structural change in how society operates, as despite 30 years of individual legal rights, there remain areas of deep-rooted inequality and disadvantage in society which need to be addressed. There is educational under-performance among some groups – some boys, many disabled people and some ethnic minority communities. Violence against women continues. Women and ethnic minorities are under-represented at senior level in politics, public services and business. Disabled people are still two and a half times more likely to be out of work than non-disabled people. The broader changes required are reflected across the other National Outcomes and supportive indicators for a fairer Highlands are woven through this Agreement.</p> <p>Tackling poverty – employment and income deprivation</p> <p>The scale and nature of socio-economic inequalities in Highland cannot be measured by using solely the Scottish Index of Multiple Deprivation (SIMD). While the 2006 Index identifies 17 data zones in Highland (with a population of around 11,930) within the 15% most deprived in Scotland (and 3 data zones within the 5% most deprived in Scotland with a population of 1,975); the 15% areas account for only 26% of the total income and 23% of the employment deprived population of the Highlands. With a dispersed settlement pattern, deprivation is dispersed and for public agencies this presents challenges in reaching people requiring the most support to overcome poverty, discrimination and other barriers and to provide equality of opportunity. In Highland, the settlement pattern means that the challenges of supporting people who are hard to reach can be exacerbated in that they can also be hard to find, for example around 35% of Working Age DWP Claimants live in remote rural areas (Q1 2007).</p> <p>1. Reducing worklessness and improving employability</p> <p>Supporting people into work can provide a route out of poverty and tackle inequality. While improvement indicators for National Outcomes 1, 2 and 3 include growing employment opportunities and prospects for people and business; additional support is required for people who have been unemployed for a long time, for single parents, for people with disabilities; for young people</p> |
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leaving school with no positive destination and adults who may need support in literacy and numeracy.

Although the unemployment rate in Highland is below the Scottish average (1.9% compared to 2.3%) there are pockets of persistently high rates in small areas. Rates tend to be higher in remote rural areas and small towns. In some small urban areas rates of can be up to three times the Highland average with higher rates of long term unemployment.

Unemployment is more prevalent among certain client groups in the Highlands, but overall, is less concentrated than is the case in the rest of Scotland. Although the 'sick and disabled' working-age jobless on DWP benefits have been growing in Highland they are the largest group of jobless people. Around 18% of the working age population have a disability. In February 2007, the Incapacity Benefit / Severe Disability Allowance claim rate in Highland was 8% (10,415) and lower than the Scotland rate of 9.6%. In Highland Claim rates in the more deprived areas of some small towns were particularly high at 18% and with more than one in five working age people claiming in some of the Highland data zones within the 15% most deprived in Scotland.

In May 2007 there were 1850 lone parents claiming Income Support (NOMIS lone Parent Statistical Group). From 2004-5 to December 2007, 855 parents have registered for assistance with moving into employment through the Working for Families programme managed through the Council. Of these 479 have been assisted into paid or voluntary work or entered or completed training or education. Others continue to be supported and evidence from Job Centre Plus shows that of all client groups moving into employment, those most likely to sustain that position are lone parents. The number of children with an out of work lone parent was 2,455 for Highland in August 2005 (latest available information from Children's Tax Credit sample dataset). With this number of children affected and with changes coming to the benefit entitlements of lone parents, Community Planning Partners will identify how to continue to support lone parents further and to reduce the number of children living in poverty.

As noted against National Outcome 3, it is estimated that around 800 young people (16-19 years) are not in Education, Employment or Training in Highland (2006-7); which is similar to the Scottish average of 9%. Young people may be in this position because they are: care leavers; young carers; young parents; young offenders; have low attainment; have physical/mental health problems; or suffering from drug and alcohol abuse

In Highland comparable levels of leavers enter Higher Education, but fewer enter further education and more leavers in Highland enter employment directly. Although the proportion of young people unemployed and seeking work is below national levels:

- The majority of young people without positive destinations are concentrated in relatively few areas, but the distribution and often small numbers across the wider rural area presents particular challenges in developing post school employability services;
- the small and reducing proportion who are unemployed and not seeking work, including those who are undertaking volunteering work, are overwhelmingly female;
- almost half have a disability;

- attainment in school among Looked After Children at home is relatively poorer (the attainment of accommodated Looked After Children is not poorer).

It is estimated that there are over 27,700 adults in need of literacy support in Highland; 16.5% of the adult population compared to 23% nationally (estimated from a range of data sources including: the International Adult Literacy Survey (IALS) survey for Scotland; Census; level of young people leaving school without any qualifications or not achieving 5 or more awards at level 3 or better in S4 – 1.6% and 10% respectively; the prison population with literacies needs; and the increase in foreign nationals requiring language tuition).

2. Tackling poverty: financial inclusion and service entitlements

As noted against National Outcome 2, incomes in Highland tend to be lower than the national average. The SIMD 2006 identifies 14,452 income deprived people, with 26% of them found in the 15% most deprived data zones in Scotland. Services to improve financial inclusion include: welfare rights and money advice; action to reduce fuel poverty; discounted rates and payments for accessing services.

Contact with people seeking welfare rights and money advice in Highland shows that not only is this service in demand but that levels of unclaimed benefits are significant and that levels of personal debt are high. In 2006-7 over 37,000 separate contacts were made for welfare and general advice and the service provided resulted in financial gain to customers of nearly £4.4m. In 2006-7 levels of debt presented by 1040 money advice customers amounted to £12.7m; yet over half had annual incomes of less than £10k per annum. Data for the first 9 months of 2007-8 shows growing demand for the service with similar amounts of debt and benefit take up.

The Scottish House Condition Survey 2002 found that one in five of Highland's households are in fuel poverty, with a third of these in extreme fuel poverty. Given fuel price increases these figures are likely to be higher now. Households in the Highlands are more likely to be in fuel poverty than in many other parts of Scotland. This is because of the harsher climate, limited choices of fuel for heating, and relatively lower incomes. Energy efficiency advice to householders across the region is provided through the Council and for Council tenants, warm and dry improvements to housing are prioritised.

Other Council approaches to affordability include:

- Access to affordable leisure with over 4,000 people in receipt on qualifying benefits using the High Life Leisure Budget Card (50p per session). Up-take is notable for Council swimming pools contributing to the Council's rank as 4th highest for swimming pool usage nationally;
- Support for pupils to stay on into 5th and 6th year in schools – in 2006/7, 36.3% of pupils in the relevant age range received the Education Maintenance Allowance;
- The uptake of school meals including free school meals with 77.6% of those entitled claiming in 2006-7.

3. Homelessness

Levels of homelessness have increased since 2001 with the number of applicants to the Council doubling. In 2006-7 over 2,000 households approached the Council for help; almost one third had been homeless before and 1,000 households were temporarily accommodated. The continuing high levels of homelessness are due to a combination of factors including lack of affordable housing (with improvement indicators included in National Outcome 10) and increased legal duties. There are challenges in relation to both finding suitable temporary accommodation for homeless people and securing permanent housing solutions.

4. Health inequalities

Social gradients in health are evident across the lifespan from childhood to old age and tell a story of reduced quality of life, denial of opportunity, poorer health and early death. The extent of the inequalities and variation in health will depend on how they are measured and the groups being compared. The following are indicative of the challenges:

- Currently the gap in life expectancy at birth between those living in the most deprived and least deprived deciles of national deprivation is 13 years for men and 8 years for women. Male and female life expectancy is strongly negatively associated with markers of deprivation such as working age benefit and child benefit uptake.
- Generally, those living in the most deprived areas in Highland are over three times more likely to assess their health as not good compared to those living in our most affluent areas.
- Similarly 24% of the Highland population live with a limiting long-term illness in the most deprived areas compared to 13% in those considered least deprived. In adults of working age those in our most deprived areas are 3 times more likely to have a limiting illness than those in the least.
- Oral health is a good general indication of a healthy start in life. The percentage of 5-year old children with experience of tooth decay shows a clear gradient of dental health inequality that increases with deprivation, and over 50% of those in our most deprived areas experience decay.
- A range of individual influences on health, such as diet, smoking and exercise are influenced by socio-economic factors such as income, employment, education and housing. Survey data show that over 40 percent of the population of Highland's most deprived areas smoke and that those in the lowest income category and in socially rented housing are nearly twice as likely to smoke compared to the population average.

There is strong evidence both nationally and locally that while general population health has improved inequalities in many health outcomes have increased. The sentinel National Spending Review target of reducing premature mortality from Coronary Heart Disease in the most deprived areas suggests that absolute progress has stalled and that the relative gap between the least and most deprived areas has actually increased. However, it should be recognised that there are time delays between the benefits of social change and changes in health related behaviours and different disease rates.

5. Promoting cohesion - Equalities schemes

The partners work closely together on equalities issues, including on community engagement and the preparation of equalities schemes. A partnership equalities plan was prepared in 2007, and engagement work carried out that year reflected appreciation of the partnership approach amongst equalities communities. Key issues for the partners include:

- Improving opportunity for women and girls into employment, particularly single parents and unemployed school leavers, improving pay for women in relation to men (taken overall, women earn £75 a week less than men, there are fewer women in full time work than men, and they earn £104 less a week than men) and workforces still tend to be gender segregated (Highland Council is in the bottom quartile of Councils for women managers (top 2% of earners) and encouraging women to participate more in public life (75% of elected Council Members are men)
- Designing and adapting services for the 20% of the Highland population who have a disability (comparable with Scottish levels) including improving employability as noted above.
- Providing support for people with a learning disability living in their own tenancies (59% of people with a learning disability in Highland have tenancies compared to Scottish average of 28%) and in employment (40% are found to be in employment compared to Scottish average of 14%).
- Adapting services and assisting people with sensory impairment. In Highland 884 people are registered blind and 634 as partially sighted. 33,650 people are estimated to have some form of hearing impairment, including 2570 who are severely or profoundly deaf.
- Approximately 1,700 persons from BME communities were recorded in the 2001 census in Highland making up 0.8% of the total population. This is a higher proportion than reported in 1991 (0.5%) but smaller than the national average of 2% in 2001. The most represented single group from a BME population was the Chinese community, (16% of the BME population, n = 272) but South Asian as a whole (Indian, Pakistani, Bangladeshi, and other S. Asian) made up one third of the total BME population (n = 543). BME communities are scattered across the whole of Highland, with higher proportions in the centres of population around the inner Moray Firth. The Census data highlights that the overall unemployment rate was lower amongst BME groups than the white population (3.4% as against 4.3%), but that there were distinctive differences between BME groups, the most notable of which were the higher proportion of full-time students amongst the South Asian population and the higher proportion of those economically inactive in the Indian population. Since the 2001 census, the Highland BME population has grown with the welcome increase of migrants from the Accession countries (this is described against National Outcome 1).
- There are significant numbers of Gypsy/Travellers in the Highlands, living on Council owned and private sites, in housing and in roadside camps. They form an element of the rich heritage of the Highland community and have contributed to the culture and history of the Highlands and to traditional employment patterns. Based on the Government's summer count 60 Gypsy/Travellers households were identified who were living on sites in the Highlands. The Highland Council provides 4 sites for Gypsy/Travellers. There are also many households in the Highlands who, while still regarding themselves as part of Gypsy/Travellers communities have chosen to settle in houses on a long-term or permanent basis. They may follow similar occupations and may choose to travel for part of the year but, for most practical purposes, have become

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| | part of the settled population without giving up their cultural identity. | | | | |
| | Dealing with hate crimes is included against National outcome 11. | | | | |
| | | Relevant indicators | Frequency / Type / Source | Baseline (2006-7) | Targets & Timescales |
| | Local outcome 7.1 Reducing poverty by supporting more people into sustained employment | Increase the number of priority 1 customers moving into employment (over 16 hours per week – claimants of incapacity benefit, income support, lone parents, new deal, with disabilities and unemployed in disadvantaged wards) | Monthly/Fairer Scotland Fund contribution/Job Centre+ | New target for 2008/09 (2008/09) | 412 through customers moving into work via Local Employer Partnership targets |
| | | Increase the number of lone parents supported into work | Fairer Scotland Fund – number clients registered with a key worker/ annually/ Highland Council FSF contribution | 328 (2006/07) | >328 TBC June 2008 |
| | | Increase the number of lone parents supported into work experiencing a positive outcome | Fairer Scotland Fund – transition measure/ annually/ Highland Council FSF contribution | 163 (2006/07) | >163 TBC June 2008 |
| | | Increase the number of Incapacity Benefit Recipients supported by condition management | Annual/Pathways to Work/NHS Highland FSF contribution | New programme (2008/09) | 400 (March 2009) |
| | Reduce the number of young people not in employment, education, or training | Annual / quantitative / Highland Council SDS (HC CP 9.12) FSF contribution | 296 (2006/07) | 281 2007/08 review targets for 2008/09 | |

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| | | Increase the % of care leavers in education, training and employment (<i>measured @ 18 years</i>) | Annual/Quantitative/ HC SWS | 2008/09 baseline to be developed | 2010-11 target TBC as per baseline |
| | | Increase the % of Looked After Children ceasing to be looked after 'away from home', attaining SCQF level 3 in at least one subject | Annual / Quantitative / Highland Council (HC CP5.6) SPI EC6 FSF? | 67% (2006/07) | 69% (2010/11) |
| | | Increase the % of Looked After Children ceasing to be looked after at home, attaining SCQF level 3 in at least one subject | Annual / Quantitative/ Highland Council (HC CP 5.6) SPI EC6 FSF contribution | 61% (2006/07) | 63% (2010/11) |
| | | Increase the proportion of all young people leaving care with a pathway plan | Annual / Quantitative/ Highland Council FSF contribution | 75% (2006/07) | 100% (2010/11) |
| | | Achieve 75% leverage from other sources for the Fairer Scotland Fund | Annual / ESF programme monitoring / Highland Council (HC CP 10.37) FSF contribution | 2007-8 £5.876m (3 year programme) | 75% leverage over whole programme (£4.4m) (2010/11) |
| | | Increase opportunities for Adult Literacy Learners and take up by 10% | Annual/Quantitative / Highland Council Potential FSF contribution | 1828 (2006/07) | 2011 (2010/11) |
| | Local outcome 7.2 Reducing financial hardship by ensuring more people access services and benefits they are | Increase the number of customers reached with money advice and welfare rights (via service delivery contracts | Quarterly / Quantitative/ Highland Council (HC CP 10.19) (including returns from independent advice | 37,800 (2006/07) | 5% increase (2010/11) |

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| | entitled to | between the Council and independent advice providers including CCAbx) | providers) Potential FSF contribution for employability via volunteering in CABx | | |
| | | Increase the financial benefit to customers from advice provided (see above for procurement arrangements) | Quarterly / Quantitative/ Highland Council (HC CP 10.20) (including returns from independent advice providers) | £4.392m (2006/07) £334,826 (2006/07) | 5% increase (2010/11) 5% increase (2010/11) |
| | | Energy efficiency measures to 4,500 Council houses | Quarterly / Capital programme / Highland Council/(HC CP 2.7) | 1125 (2007/08) | Further 3375 by (2010/11) |
| | | At least maintain uptake of free schools meals | Annual / Highland Council Indicator FHC2 KO49 | 77.6% (2006/07) | At least maintain 77.6% (2010/11) |
| | | Increase in Highlife budget card holders (for discounted access to Council facilities) | Annual/Quantitative / Highland Council | 3913 (2006/07) | 4000 (2010/11) |
| | Local Outcome 7.3 Reducing homelessness and providing responsive services to homeless people | Reduce the average time taken to complete duties to homeless applicants | Quarterly / Highland Council (HC CP2.11 amend) | 2228 cases – average 18weeks (2006/07) | 15 weeks for 2010/11 |
| | | Contribute to the national target on homelessness by increasing the proportion of homeless households treated as priority need | Quarterly / Highland Council (HC CP 2.11 amend) | 1111 (71%) (2006/07) | 1236 (79%) (2010/11) |
| | | Reduce the % of homeless | Quarterly / HL1 returns / | 9% | 7% |

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| | | cases reassessed as homeless or potentially homeless within 12 months of previous case being closed | Highland Council (HC CP 2.12) | (2006/07) | (2010/11) | |
| | | Eliminate the use of unsuitable temporary accommodation | Quarterly statistics on breaches of Unsuitable Accommodation Order/ HC (CP2.13) | 2 (Qu 4) 2006/07 | 0 (2010/11) | |
| | Local outcome 7.4 | Reducing health inequalities | Reduce premature mortality rates in deprived areas from coronary heart disease by 2009/11. | Annual (3-year rolling average)/Standardised rate per 100,000/ GROS and SG Health Analysis Service/ NHS Highland | 103.3 per 100,000 (2004-06) | 82.5 per 100,000 (2009/11) |
| | Local outcome 7.5 | Tackling discrimination, promoting equality, participation and good relations | Delivery and review of equalities schemes across the public sector | Schemes published and reviewed according to prescribed dates | Disability schemes reports 2007 | Satisfactory reports (2010/11) |
| | | | 100% of all new and reviewed Council policies, functions and practices are screened for relevance to equalities (and full assessment done where relevant) | Quarterly / Highland Council (HC CP10.11) | Reporting begins 2008-9 – for base-line | 100% (2010/11) |
| | | | Production of an integrated community care strategy serving the needs of older people, those with physical and learning disabilities and those with mental health difficulties. | Strategy developed and approved- HC and NHS Highland (HC CP 1. 5) | In progress 2007/08 Initial focus on care of older people | Full plan completed 2009 |
| | | | 100% of all Council public caller buildings are accessible to people with disabilities | Quarterly/ SPI/ Highland Council (HC CP10.13) SPI CM4 | 61% (2006/07) | 100% (2009/10) |

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| | | Increase the % of buses suitable for people with disabilities | Annual/ Highland Council (HC CP 8.9) | 112 (2006/07) | 2.5% (2010/11) |
| | | Sustain investment for improving access for people with disabilities on roads and footpaths | Quarterly/ Capital programme/ Highland Council | Base-line to be set 2008/09 | At least = to 2008/09 |
| | | Increase % highest paid 2% of earners among council employees that are women | Quarterly/ SPI / highland Council (HC CP 10.14) | 27.6% (2006/07) | 30.6% (2010/11) |
| | | Increase % highest paid 5% of earners among council employees that are women. | Quarterly/ SPI / highland Council (HC CP 10.14) | 35.9% (2006/07) | 41.9% (2010/11) |
| | Required Actions / commitment by local partners for these outcomes | <p>During 2008-9 new managerial arrangements will be made across the partnership for the delivery of outcomes supported by the Fairer Scotland Fund. This will include indicators and targets for supported employment to include from 2009-10 onwards. See Appendix 1 for the Partnership plans to tackle poverty and the approach to deploying the Fairer Scotland Fund.</p> <p>Partnership research into the feasibility of affordable credit options for the Highlands will report in 2008-9. This may lead to new partnership action to improve opportunities for accessing affordable credit. To ease financial hardship, during 2008-9 a programme of training will be developed for relevant front-line staff across public agencies to assist people to claim the benefits they are entitled to (signposting). In addition, equalities monitoring of the people assisted to maximise benefit will be undertaken to help prioritise the groups of people to target with assistance (e.g. folder people).</p> <p>The Young Persons National Entitlement Card will streamline the access to affordable services for young people during 2008-9</p> <p>Relevant targets for the provision of advice on energy efficiency to assist reducing household fuel bills will be included from 2009-10. At the time of writing it is unclear which organisation will have responsibility to run the new Energy Savings Trust Advice Centre (ESTAC) for the Highland Council area which will have targets to meet.</p> <p>The Council, with partners, will be reviewing the existing Homelessness Strategy and Action Plan during 2008-9, including an examination of housing support needs aimed at reducing repeat</p> | | | |

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| | | <p>presentations. To prepare for the extension to entitlements of homeless people, with the abolition of priority need in 2012 the Council seeks Government support.</p> <p>A partnership strategy for supporting people with sensory impairment is under development and activity currently includes fairly extensive provision of communication support for deaf people, including BSL, lipspeaking and note taking. Anyone using Council or NHS services and requiring communication support is able to access this.</p> <p>The partnership will agree new management and service arrangements for a new community health and care partnership for the Highlands which will meet health and caring needs of the population. Base-line figures for reporting against the delivery of partnership action plan on equalities including Impact Assessment of all partnership functions will begin in 2008-9. The implementation of multi-agency action plan for Gypsy/Travellers will continued to be monitored in the partnership group. Over the period of the Outcome Agreement improvements will be made in the recording of attainment of children from minority ethnic communities.</p> <p>A new strategy for reducing violence against women will be implemented by the partnership in 2008-9. During 2008-9 the partners will review the current arrangements for procuring interpretation services, currently they are negotiated with two partners and this may extend further. In addition a number of the partners will maintain the resource in community-based bilingual staff (Highland Council, HIFRS and Northern Constabulary).</p> <p>During the life of the Outcome agreement, new systems will be introduced in the Council to record accurately the educational attainment for children from ethnic minorities.</p> |
| | <p>Scottish Government required action / commitment to support delivery of local outcome</p> | <p>The partnership would welcome discussions with the Government on the following matters:</p> <ul style="list-style-type: none"> • The scope for the Highland Community Planning Partnership to be engaged with the national inequalities task force • To note that the Council's scope to influence improvements in disability access to de-regulated bus services is limited. • The way in which the new ESTAC services are commissioned by the Energy Savings Trust and how there could be discussion with the EST and UK Govt on developing arrangements which are fit for purpose in the Highlands. <p>On data issues:</p> <ul style="list-style-type: none"> • Better alignment of defining areas to target for employability – the DWP definition of disadvantaged wards does not extend as far as the 15% most deprived data zones identified through SIMD. |

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| | | <ul style="list-style-type: none"> • Nationally there is a need to develop a set of standard measurable indicators of both the determinants and outcomes of inequalities and that are sensitive to change at Local Authority level. Re-examination of the indicator aimed at reducing premature CHD mortality should consider inequalities rather than simple rate improvement in the most deprived areas. • How to take forward the commitment made at the Convention of the Highlands and Islands meeting in October 2007 for the Government to work with regional partners on the development of better indicators of rural disadvantage and recognising dispersed deprivation to sit alongside the Scottish Index of Multiple Deprivation. • How to track progress against, and assign responsibility for, the Government's solidarity target on increasing the earnings among the lowest three income deciles. • Better and more frequent data on the scale and extent of fuel poverty and for this to be recognised as a measure of deprivation. • Information on the % of children in workless households was available for 2005–06 and used in the Children's Plan (at 17.5% for Highland); however, this data has ceased to be available. More recently a new one off sample dataset was made available by HM Revenues and Customs apparently collected on a different basis but regarded as robust and useful. To date there has been no confirmation that this data will be available on a regular basis. A request is made to make the data available. |
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7.8 Single Outcome Agreement – Highland Council

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| <p>National Outcome 8</p> <p>We have improved the life chances for children, young people and families at risk.</p> <p>Scope of governance and accountability locally: Highland Council NHS Highland Northern Constabulary Children’s Reporter Voluntary sector</p> | <p>Highland Context:</p> <p>Highland, like all authorities, strives to improve the life chances for children, young people and families at risk. Meaningful improvement in this outcome requires work by a number of agencies across a range of services. National Government and Highland have identified the need to greatly improve joint working in children’s services for maximum benefit.</p> <p>Highland has developed a definition of vulnerability:</p> <ul style="list-style-type: none"> • Families that meet any two of the following criteria: <ol style="list-style-type: none"> 1. dependent on income support 2. headed by a lone parent 3. of more than 2 children Or who live in rural communities and meet either (1.) or (2.) above. • Those children who could be at risk of significant harm • Those children who are in need because their health or development may be impaired if additional services are not provided. <p>This definition takes account of those children for whom the vulnerability may be associated with the particular stresses on young families, including where there are parental mental health issues. It also includes children from families where there is domestic violence or substance misuse.</p> <p>A profile of vulnerability for young children in Highland was undertaken taking account of the above factors. This has informed service delivery to vulnerable families in Highland and in particular the deployment of effective Sure Start services.</p> <p>For further information on the integrated Children’s Plan see http://www.forhighlandschildren.org/ In addition Highland has been the national pathfinder authority for Getting It Right For Every Child over the past 18 months. This is a major development in integrated working with the principal aim that all children receive the services they need when they need them. Successful implementation will deliver: fewer referrals to the Reporter; fewer children escalating through the system on order to get the help they need; fewer meetings, fewer reports requiring to be written and less bureaucracy; agencies able to share information electronically; and continued improvement in services for looked After Children.</p> <p>Highland’s integrated children’s service structure supports and enhances the essential work of mainstream services in striving to deliver better outcomes for children and families. In addition to those indicators included in National outcomes 3,4,5 and 6, the review of the Integrated Children’s Plan FHC2 (2005 – 2008) demonstrates the following progress for children, young people and families at risk:-</p> |
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1. Safety

- Child Protection - implement an action plan to address the recommendations of the pilot Child Protection Inspection. Progress apparent in the down ward trend in the total numbers of children with repeated referral but significant fluctuations. Number of children on register fairly consistent. Progress GOOD.
- Self Harm - Reduce suicide and recorded self harm in under 19 year olds. Suicide figures are so low as to have no validity. Self harm figures have consistently increased. Not yet established if this is real or due to changes in recording and better awareness of medical staff. Progress POOR.
- Accident Prevention - Reduce child injuries and fatalities for accidents relative to the total population. Increase the proportion of schools: participating in risk reduction programmes, with 20mph speed restrictions and with agreed travel plans. Reduction in all measures: total number injuries: total road traffic and total at home. Significant increase in prevention initiatives-20mph zones and school travel plans. Progress GOOD. Key indicators are included in National Outcome 9 (road safety).
- Substance Misuse - Reduce the proportion of 13 and 15 year olds misusing alcohol, and drugs and smoking regularly. Recent figures for drug and alcohol show a significant improvement. Progress GOOD. Key indicators are included in National Outcome 4 (responsible citizens).

2. Looked After Well

There are approximately 500 looked After Children in the Highlands. The Council is very committed to being a good corporate parent. In partnership with NHS Highland it has sought to ensure strong strategic leadership through the creation of Children's champions who are key elected members and non Executive Board members with specific responsibilities in this area. Issues for service delivery and the progress made to date are outlined below.

- Planning of LAC - Reduce the length of time that children accommodated are looked after. Reduce the length of time that children are looked after. Maintain at 25 or reduce further, the number of Looked After Children in 'out of area' placements. Four measures shows LAC accommodated and LAC out of area numbers has remained static. Numbers of LAC living at home has increased. Measures show numbers and duration of placements but not trends/progress. Progress ADEQUATE.
- Permanence Planning - Reduce the length of time from the LAC decision for Permanency to the Matching of Child/Young Person with permanent carers. There has been no sustained improvement in the time taken to move from LAC decision to matching. However, the back log of cases has been robustly addressed. Other measures may be required to show fuller picture. Progress ADAQUATE.
- Education of LAC - Increase the percentage of Looked After Children in P2, 4, 6, 7 & S2 stages achieving or exceeding the appropriate 5-14 level relevant to their stage in reading, writing and maths. Increase the percentage of Looked After Children attaining at SCQF level 3 in English and Maths by the end of S4 and increase the average tariff of Looked After Children in S4 working towards a Scottish Executive target of 5% improvement. Increase the percentage of young people

ceasing to be Looked After attaining awards at SCQF level 3. Three measures: Primary and S2 pupils show good improvements with some slippage in writing; S4 also shows good improvement; those leaving care, LAC accommodated show a decline in attainment but the figures are better than for those living at home. Progress GOOD. Key indicators are included in National Outcome 7.

- Health of LAC - Increase the proportion of Looked After Children with an appropriately reviewed health plan. 100% rate for LAC in residential care. Good proportion of those in Foster Care now achieved. Progress GOOD.
- Care Leavers - Increase the percentage of all looked after young people leaving care who have a pathway plan. Steady improvement now recording 100% pathway plan. Monitoring and evaluating this measure established an unmet mental health need for care leavers. Progress GOOD. Key indicators are shown in National Outcome 7 (tackling inequalities).

3. Supported when needed

- Surestart – Progress GOOD. Key indicators are included in National Outcome 5 (early years).
- Young Carers - Each secondary school has at least one staff member who has received training on young carer issues and has at least one staff member as the named contact for young carers in the school. Aims have largely been achieved with each Secondary School having a named contact. Training been arranged for 11 of 29 schools Target is a limited indicator of the range of work undertaken. Progress GOOD.
- Housing & Homelessness - Reduce the number of families with children/pregnant women in unsuitable temp accommodation not covered by exception. Numbers using B&B remain low but persistent. There is a view that some B&B can be appropriate. Progress ADEQUATE.
- Teenage pregnancy - Sustain a downward trend in the number and rate of teenage pregnancies. Waiting more recent national date. Numbers and rates show a decline and have been consistent below national rates. However statistical validity is uncertain due to low numbers. Progress GOOD. Indicators are included in National Outcome 5.
- Ed of Ethnic Minority Children - Increase the percentage of Minority Ethnic Community Children in P3, 4, 6, 7 and S2 stages achieving or exceeding the appropriate 5-14 level relevant to their stage in reading, writing and maths. Increase the proportion of Minority Ethnic Community Children attaining at SCQF level 3 in English and Maths by the end of S4 and increase the average tariff of these pupils. Primary attainment has made good improvement and now approaching the Highland wide average. S4 attainment continues to be very high and above that of Highland wide averages. Progress GOOD. Key indicators are included in National Outcome 7.

| Local Outcomes | Local Performance Indicators | Frequency / Type / Source | Baseline | Targets & Timescales |
|---|--|--|----------------------------|----------------------------------|
| Local outcome 8.1 Children grow up safely | Maintain good grading in Inspection reports of the Child Protection Committee inspection | Annual or later / Inspection report / Child Protection Committee | Last report June 2006 Good | 29 May 2008 Good or Very Good |

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| | Indicators for road safety are included in national Outcome 9. Indicators on substance misuse are included in National Outcome 4. | Reduction in the number of hospital discharges from episodes of deliberate self-harm in those under 19 years of age Hospitalisation rate per 100,000 of population aged under 19 | Annual by financial year period/ SMR01 Acute hospital activity. ICD 10 codes X60-X84 in any diagnostic position NHS Highland | 190.5 per 100,000 (N=90) (2005/06) | TBC (2010/11) |
| | | Increase the proportion of young people (16-24 year olds) who sustain a tenancy for more than 6 months. | Quarterly / Children's Services and Housing and Property Service/ Highland Council | <u>235 (91%)</u> <u>2006-07</u> | <u>95%</u> <u>2010-11</u> |
| | Local Outcome 8.2 Children at risk are Looked After well. Indicators for educational attainment and for care leavers are included in National Outcome 7 (transition planning and support). | Reduce the length of time that children are looked after, via GIRFEC Pathfinder (number of Children against the length of time accommodated) | Quarterly / Quantitative / Highland Council FHC2 KO 48 (CP9.7) | LAC 1 – 2yr 61 LAC 2– 5yr 101 LAC 5yr+ 56 (2006/07) | 55 90 50 (2010/11) |
| | | Fewer children escalating through the system in order to get the help they need. - Reduce total number of Looked After Children (LAC) GIRFEC Pathfinder | Quarterly / Quantitative/ Highland Council FHC2 KO 48 (CP 9.2) | LAC total 501 LAC Home Sup 225 LAC Away from Home 276 (2006/07) | 475 214 262 (2010/11) |
| | | Reduce the proportion of children who are looked after away from home. (All LAC other than Sup Home) GIRFEC Pathfinder | Quarterly / Quantitative/ Highland Council FHC2 KO 48 (CP 9.8) | 55% (2006/07) | 50% (2010/11) |

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| | | Fewer moves between placements GIRFEC Pathfinder | Quarterly / Qualitative / Highland Council FHC2 KO 48 (HC CP 9.6) | LAC 3-5 plcmts 33 LAC 6+ plcmts 16 (2006/07) | 30 12 (2010/11) |
| | | Reduce the number of looked After Children placed outwith the authority. GIRFEC Pathfinder | Quarterly /Quantitative / Highland Council FHC2 KO 48 (HC CP 9.9) (Uses highest quarter recorded in each year) | 41 (2006/07) | 35 (2010/11) |
| | | Reduce the length of time young people are awaiting permanent and adoptive placements (LAC decision to matching) | Quarterly /Quantitative/ Highland Council FHC2 KO 11 | 9.1 months (2004-5; 2005-6 & 2007-8 each over 12 months) (2006/07) | Maintain consistently at less than 12 months (2010/11) |
| | | Increase the proportion of Looked After Children with an appropriately reviewed health plan | Quarterly /Quantitative/ Highland Council FHC2 KO 47 | LAC in Foster care 62% LAC in Res Care 100% (2006/07) | 2006-7 70% 90-100% 2006-7 |
| | Local outcome 8.3 GIRFEC processes and systems to reduce bureaucracy and reduce the number of meetings | Fewer referrals to the Reporter. GIRFEC Pathfinder | Annual/Quantitative/SCRA (HC CP 9.1) | 2199 (2006/07) | 2090 (2010/11) |
| | | Reduce the number of Social work reports to SCRA GIRFEC Pathfinder | Annual/Quantitative/SCRA (HC CP 9.3) | 799 (2006/07) | 760 (2010/11) |

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| | | Increase the proportion of reports to the Children's Reporter that meet national standard GIRFEC Pathfinder | Annual/Quantitative/SCRA (HCCP 9.3) | 49.69% (2006/07) | 70% (2010/11) |
| | Required Actions/commitment by local partners for these outcomes | Continued commitment to better integrated children's services | | | |
| | Scottish Government required action/commitment to support delivery of local outcome. | The Council seeks a general endorsement of the benefits of Integrated Children's Planning and Services and ensuring that all relevant national and local public bodies engage with Local Authorities in joint strategies to achieve better outcomes for children and families. | | | |

7.9 Single Outcome Agreement – Highland Council

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| <p>National Outcome 9</p> <p>We live our lives safe from crime, disorder and danger</p> <p>Scope of Governance and Accountability locally:</p> <p>Highland Council Northern Constabulary Highland & Islands Fire and Rescue Service Northern Community Justice Authority NHS Highland</p> | <p>Highland Context:</p> <p>Community planning partners recognise the benefits of developing a safe environment which is free from crime, disorder and danger. Whilst we may live in the safest area of Scotland, we are not complacent and recognise that our area is now more frequently targeted by criminals from outwith the area who identify opportunities to commit crime in Highland. By way of example, increasing amounts of controlled drugs are now seized within Highland and police intelligence indicates that drug dealers from the north of England are disproportionately responsible for this trafficking. It is clear that curtailing the flow of drugs into Highland will be a major area of focus during the lifetime of this outcome agreement.</p> <p>Notwithstanding an identifiable increase in the incidence of certain types of criminal activity, Highland remains fortunate to record among the lowest levels of crime in Scotland. For the year 2006/2007, 1,673 crimes were recorded per 10,000 of the population against the Scottish average of 2,003 per 10,000 of the population. For example, statistics released by the Scottish Government demonstrate that Highland has the lowest recorded numbers of:</p> <ul style="list-style-type: none"> • Theft by housebreaking • Theft from a motor vehicle • Theft of a motor vehicle • Shoplifting • Robbery • Minor Assault • Vandalism <p>Levels of youth crime are relatively low in Highland and the number of persistent offenders are now well below the national average.</p> <p>Low levels of crime contribute to quality of life in Highland and its reputation as an attractive area to live, where people can enjoy the environment, and to creating a commercially attractive location for the business sector. However, statistics released by the Scottish Government also demonstrate that Highland has among the highest levels of:</p> <ul style="list-style-type: none"> • Drunkenness • Drug Misuse • Drink Driving • Serious Assaults • Breach of the Peace <p>Alcohol and drug misuse is therefore a major and increasing contributory factor influencing the perpetration of many types of</p> |
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crime and offence. For example, Highlands and Islands Fire and Rescue Service have reported that in the year 2006/2007 alcohol was a contributory factor in 3 of the 4 fire deaths recorded in that year. The significance and adverse influence of alcohol and drug misuse is therefore recognised as impacting negatively upon the capacity of public agencies in Highland to establish the necessary conditions that can allow lives to be lived safe from crime, disorder and danger.

In this regard drink driving continues to be problematic in Highland and may reflect a drinking culture that is exacerbated by geographic inequalities and lack of public transport in many rural locations. Drink driving, along with excessive speed and failure to wear seatbelts, is a contributory factor observed at the scene of many serious and potentially serious road traffic accidents. Nevertheless, prioritisation of alcohol misuse has in recent years substantially reduced the number of people killed or seriously injured on our roads to the extent that ambitious Government targets are being achieved. Despite this success, too many people continue to be injured, seriously injured and killed in road traffic accidents in Highland. In 2006/2007 38 people were killed, 188 people were seriously injured and 873 people were slightly injured in road traffic accidents. Analysis has highlighted a number of issues:

- 32% of those involved in road traffic accidents are between 17 and 24 years of age
- Disproportionate numbers of accidents occur in the months of October, November and December
- 33% of fatal accidents occur between 1800-2200 hours

Moreover, during a recent multi-agency community consultation exercise has identified that 71.5% of respondents expressed concern about “driving at excessive speed” and 58% expressed concern about “dangerous driving” as being factors influencing their opinion and subjective perception of fear of crime having either a moderate or great effect on the quality of life. The outcome agreement addresses these concerns but further work is required to fully understand the reasons contributing to the influence of alcohol misuse in relation to opinions of safety on our roads and in our communities. Similarly, the Northern Community Justice Authority has identified the issue of substance misuse as a priority and intends to work to promote closer links between service providers, Alcohol and Drug Action Teams and the Authority itself to reduce the negative impact and consequences of alcohol and drug misuse.

In 2006/2007, 81% of respondents to the community consultation exercise noted above expressed a level of fear at having their home, property or car vandalised. During the year 2006/2007 Northern Constabulary statistics demonstrate that the incidence of crimes of vandalism increased to 5,489 from 4,854 in 2005/2006. Despite having the lowest level of vandalism in Scotland, this type of crime now accounts for 30% of offences committed within Highland and is believed to adversely influence public perception around the fear of crime to a significant extent. This outcome agreement will contribute to the provision of public reassurance, contribute towards multi-agency implementation of the ACPOS Public Reassurance Strategy, and will contribute to lives lived safe from crime, disorder and danger in Highland. This work will include consideration of how resources can best be prioritised to positively impact upon those areas identified with concentrations of deprivation using the Scottish Index of Multiple Deprivation.

| Local Outcomes | Local Performance Indicators | Frequency / Type / Source | Baseline | Targets & Timescales |
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| Local outcome 9.1 Reduced crime and fear of crime. Hate crime is included under National outcome 11 | Percentage of residents who rate the area within 15 minutes walk of their home as fairly safe or very safe | Bi-Annual / Quantitative / Northern Constabulary | 94.7% (2007/08) | 96% (2010/11) |
| | Percentage of adult residents stating fear of crime is having a moderate or great effect on the quality of life | Bi-Annual / Quantitative / Scottish Household Survey | 46.9% (2003/04) | 45% (2010/11) |
| | Number of recorded non-sexual crimes against the person (Class 1 Crime) | Monthly / Quantitative / Northern Constabulary | 640 (2006/07) | 608 (2010/11) |
| | Number of recorded crimes of Indecency (Class 2 Crime) | Monthly / Quantitative / Northern Constabulary | 445 (2005/07) | 423 (2010/11) |
| | Number of recorded crimes of malicious mischief and vandalism (Class 4 Crimes) | Monthly / Quantitative / Northern Constabulary | 5489 (2006/07) | 5214 (2010/11) |
| | Create safer environments by engendering the trust and confidence of all communities in order to combat the threat of violent extremism and terrorism: Number of instances of information being received from communities | Monthly / Quantitative / ACPOS PR Strategy/ Northern Constabulary | Counting and screening begins (2008/09) | 50% increase (2010/11) |
| | Local Outcome 9.2 Reduced problematic alcohol misuse. | Recorded alcohol related crime figures per 10,000 population. | Annual / Quantitative / Northern Community Justice Authority | 49.3 (2004/05) |
| Improved health intervention for those misusing alcohol, measured by achieving the agreed number of screenings using the appropriate | | Monthly / Quantitative / NHS Highland for screenings done through NHS. | No base-line available. Target based on prevalence rates of alcohol | 8964 (2010/11) |

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| | | screening tool and appropriate alcohol brief intervention | SIGN 74 Guideline Highland Council for screenings done through social care staff. | misuse. Counting the intervention and screening begins in 2008-9 | |
| | | Number of fatal and non fatal fire casualties | Monthly / Quantitative / Highland Fire and Rescue Service | 70 (2006/07) | 56 (2010/11) |
| | | Extension to the Community Fire Safety Advocates service | Annual / HIFRS | 6 Advocates (2007/08) | 10 Advocates (2008/09) |
| | | Number of alcohol related fires | Monthly/ Quantitative /HIFRS | 39 (average) 2005-08 | 5% reduction per annum (2010/11) |
| | Local outcome 9.3 Reduced problematic drug misuse. | Recorded drug related crime figures per 10,000 population. | Monthly / Quantitative / Northern Constabulary | 114 (2006/07) | 106 (2010/11) |
| | | <i>Reduce waiting times for drug treatment and rehabilitation services – referral to assessment</i> | Annual/Quantitative/NHSH/HDAAT | 89% <28 days (2006/07) | TBC (2010/11) |
| | | <i>Increase the number of drug misusers in contact with treatment and care services</i> | Annual/Quantitative/NHSH/HDAAT | 534 (2005/06) | 587 2008 |
| | | <i>Increase the number of people recovering from drug and alcohol problems entering training education and employment</i> | Annual/Quantitative/NHSH/HDAAT | 92 (2005/06) | TBC (2010/11) |
| | | <i>Reduce the number of drug related deaths</i> | Annual/Quantitative/NHSH/HDAAT | 10 2005 | TBC (2010/11) |
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| | Local outcome 9.4 Reduced reconviction rates and levels of repeat victimisation. | Reconviction rates for Highland local authority area. | Annual / Quantitative / Northern Community Justice Authority | 1665 (2006/07) | Reduce by 2% (2010/11) |
| | Re-offending among young people is included in National Outcome 4 | Incidence of domestic abuse per 100,000 population | Annual / Quantitative / Northern Community Justice Authority | 1350 (2005/06) | Increase until confidence in reporting levels reached |
| | Local outcome 9.5 Improved levels of safe driving. | Percentage reduction in fatal / seriously injured road traffic accident casualties. | Monthly / Quantitative / Northern Constabulary | 226 (2006/07) | Reduce by 2% (2010/11) |
| | | Percentage reduction in child fatal / seriously injured road traffic accident casualties. | Monthly / Quantitative / Northern Constabulary | 13 (2006/07) | Reduce by 2% (2010/11) |
| | | Percentage reduction in slightly injured road traffic accident casualties. | Monthly / Quantitative / Northern Constabulary | 873 (2006/07) | Reduce by 2% (2010/11) |
| | | Increase number of young drivers receiving enhanced driver education. | Monthly / Quantitative / Highland Council (HC CP9.13) | 300 (2006/07) | 450 (2010/11) |
| | | Number of schools with 20mph restrictions | Monthly / Quantitative / Highland Council (HC CP 8.16) | 70% (2006/07) | 100% (2010/11) |
| | | Reduction in households reporting concerns with speeding. | Bi-Annual / Quantitative / Northern Constabulary | 70.9% (2005/06) | 68% (2010/11) |
| | Required Actions / commitment by local partners for these outcomes | <p>Commitment to resource partnership working and service delivery through a refocused Community Safety Partnership at Highland, Sub-regional (x3) and Ward levels (x21).</p> <p>Monitoring and analysis of trends in relation to reconviction and repeat victimisation to prioritise service delivery and focus resources on 15% most deprived SIMD Datazones.</p> <p>Address areas for improvement and recommendations linked to alcohol and drug misuse among</p> | | | |

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| | | <p>parents as identified by HDAAT during 2008/09.</p> <p>Systems for monitoring the alcohol screenings conducted are to be established.</p> |
| | <p>Scottish Government required action / commitment to support delivery of local outcome</p> | <p>Clarify status of the Government's Anti-Social Behaviour policy and guidance on community safety partnerships.</p> <p>Prioritisation of alcohol misuse as key community safety activity, including reducing drink driving levels and alcohol related crime – it is noted that the Government intends to consult on a national alcohol strategy in the summer 2008.</p> <p>The Government is asked to identify data source for alcohol brief intervention.</p> |

7.10 Single Outcome Agreement – Highland Council

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| <p>National Outcome 10 We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p> <p>Scope of governance and accountability locally: Highland Council The Highland Housing Alliance Registered Social Landlords Fire and Rescue Service NHS Commercial bus companies</p> | <p>Local Context</p> <p>To make the most of the potential of the Highlands, to grow the population and to enable sustainable development and continued economic growth, the Council will produce a new Highland Development Plan by 2010 and three new Local Development Plans providing detailed planning guidance. These will provide greater certainty for communities, developers and community planning partners on how our communities will grow, and help ensure that infrastructure keeps up with development. The Plans will be implemented to ensure better access to services and amenities, better quality open spaces and higher standards of design in our residential areas.</p> <p>The rate of growth and development in the Highlands is seen in not only in population and household growth (Outcome 1) but also in the scale of planning applications for new developments. The Highland Council deals with high volumes of planning applications and more than any other Council in Scotland. In 2006-7, 5,365 planning applications were received, 3,773 building warrants were applied for and 3,677 completion certificates were issued. The Council now has responsibility for implementing revised Building Standards in respect of thermal efficiency.</p> <p>Transport plays an important role in the sustainability of communities, particularly in rural areas where public transport provides dispersed communities with access to services and enhanced social inclusion. However, the availability of public transport is constrained in rural areas; with only 45% of Highland households within 3 minutes walking distance of a bus stop compared to 55% for Scotland, and with 20% of households having frequency of services of less than 1 bus per hour compared to only 4% for Scotland as a whole. In addition, 12% of the population in Highland had used a train in the past month compared to 19% for Scotland. (Source: SHS Transport Across Scotland 2005 – 2006). Further improvements in the accessibility of public transport and encouraging active travel are planned.</p> <p>Sustainable communities need an adequate supply of suitable housing. There is a growing need for more housing in the Highlands as the population and the number of households continues to grow (between 2001 and 2006 the number of households grew by 7.5% to over 96,000) and affordability becomes an issue for a growing number of households. There is an effective supply of land for over 13,000 housing units to 2011; although development constraints on water infrastructure exist. The need to release sites is evidenced from relatively high house price increases; with prices increasing by 40% for new build housing and 33% for previously owned houses between 2004 and 2006. Overall house prices rose by 106% from 2002 to 2006, greater than in Edinburgh, Glasgow and Aberdeen¹. The greatest pressure on house prices is found in the rural commuter belt around Inverness and in remote rural areas. Around a half of all houses costing £250,000 or more in 2006 were sold to buyers</p> |
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¹ Scottish Housing Market Review, Scottish Executive, 2007,

from outside the Highlands. The number of new houses completed has risen in recent years, with a 25% increase between 2005 and 2006 to 1,688 completions, rising again by 7% between 2006 and 2007 to 1,807 completions.

In 2006, 8.7% of houses in the Highlands were vacant or second / holiday homes² - the third highest proportion in Scotland. This however masks local variations - in 36 out of 184 Highland communities over a quarter of homes are second / holiday homes and in remote rural and island communities this can be up to 50%. The related factors of second home ownership and in-coming buyers with earning capabilities detached from local labour markets combine to push up prices and result in a lack of affordable housing. This shortage is the biggest barrier to sustaining communities in the Highlands.

Government agency research in 2005 found that the Highlands have the 5th highest level of affordable housing need across 32 Councils in Scotland which, unlike other Council areas, is forecast to persist into the future. This was re-confirmed by Government research in 2007 which found the Highlands to be the least affordable local authority (along with the Lothians). Housing waiting lists are growing with over 11,000 households registered for Council housing and around 1200 vacancies arising each year. In over three-quarters of Highland Council's wards the ratio of Council house lets to applicants is far higher than the national average. Particularly pressured areas are found around the Inner Moray Firth, Badenoch and Strathspey, Skye and Lochalsh, Wester Ross and rural Lochaber. Levels of homelessness have doubled since 2001; over 2,000 households approached the Council for help in 2006-7. While good progress has been made in increasing new affordable housing approvals (rising from 173 in 2004 to 552 in 2006-7) housing need and demand continues to grow.

The population of the Highlands (215,000³) is dispersed over the largest land mass of all Scottish Councils, covering 33% of Scotland and including 14 inhabited islands. Only 25% of the population live in settlements of over 10,000 people; around 26% live in super sparse areas (more than 25miles by road from any settlement with a population of 7,000); and 40% of the population live outside settlements of over 1,000 people⁴. The settlement pattern matters for the delivery of services. Effective service delivery means maintaining good quality local services reaching all communities across the Highlands. This comes at a cost where face to face contact is required and in super sparse areas, service delivery costs are inflated.

The geographic access to services domain of the Scottish Index of Multiple Deprivation captures the issues of financial cost, time and inconvenience of having to travel to access basic services. It takes into account both drive times and public transport times to five basic services (GP; shopping facilities; petrol station; primary and secondary schools; and post offices), and combines these into a score which can be used to rank data zones across Scotland. Data zones which are in the 15% most access deprived in

² Council tax billing

³ GROS Population Estimates

⁴ Census 2001

⁵ GROS Small Area Population Estimates 2006

⁶ Scottish Government Urban - Rural Classification 2006; data zones classes as accessible rural plus remote rural

Scotland (with ranks of between 1 and 976) are classed as access deprived.

In 2006, 54% of Highland's population (115,370 people⁵) lived in rural areas⁶ and Highland has more data zones classed as access deprived than any other Authority, with 131 data zones containing 45% of our population (96,978 people). This compares with 128 data zones in Aberdeenshire (75% of the population) and 76 in Dumfries & Galloway (63% of the population). Thirteen percent of all access deprived people in Scotland live in Highland.

Highland has six data zones in the ten most access deprived in Scotland: Ardnamurchan and the Small Isles (rank 1, the most access deprived in Scotland); Achiltibuie (2); Ullapool Rural and Dundonnell (4); Moidart (5); Loch Eil (8); and Skye East and Raasay (9).

Examples of the nature of service delivery for rural and remote communities includes:

- Small scale local facilities in operation, including 24 single teacher schools (13% of all primary schools); the Council's Chartermark accredited Customer Service Network (includes registration) which enables 95% of the population to be within approximately 30 minutes drive time of accessing a range of Council services via the Customer Service Network; and a network of fire stations across the Highlands and Islands area comprising: 1 whole time station, 95 Retained stations and 31 Community Response Units.
- Co-location of local public services, including the Customer Services Network, which hosts other public services across a number of our 37 Service Points. These include (no of locations in brackets) Citizens Advice (1), Visit Scotland (4), Scottish Court Service (1), Mobile Banking (1), Doctors Surgery (1), Job Centre Plus (1), and Pension Service (7); and co-located health and social care provision.
- Mobile libraries regularly travelling 96 routes and serving 1012 communities throughout the region, lending books and other resources and providing an access point to a range of services from Highland Libraries. The service stops include play groups, schools, social work establishments and village halls. A home service is can be arranged and housebound service is offered also within Inverness and its environs.
- The use of ICT, including: the development of E-Learning with courses now available on-line for Advanced Higher Geography, Physics and Intermediate 1 in Maths, Biology and English. This along with national Scholar resources has enabled individual pupils in remote areas to undertake courses of study which would not have been accessible through traditional teaching methods; the roll-out of broadband to all schools and libraries under the Pathfinder North project - 30 schools and 5 libraries have already been connected, the remainder will be connected by March 2009. This will ensure all schools are in position to make full use of GLOW online services (national schools intranet). Extending telephony services e.g. through the Customer First programme for the Council and 24/7 telephony cover for fire and rescue services. Improving Telecare packages for vulnerable and frail people.
- Higher cost of service delivery including: subsidies to public transport, with 126 bus routes, 16 community transport

- schemes and 3 ferry services subsidised by the Council with around £2.65m per annum; higher net cost of refuse collection (Highland has the second highest in Scotland at £132.31 per dwelling)
- Supporting rural communities to own and manage community assets and commissioning voluntary sector organisations to deliver public services locally. This is detailed further under National Outcome 11.

The Vacant and Derelict Land Fund has been in place since 2004/05. To date a total of £44.3m has been allocated to a small number of local authorities in Scotland to remediate long-term vacant and derelict land. In June 2008 The Highland Council received an indicative allocation of £4.5m for the period 2008/2011 to tackle a number of sites in Inverness, Invergordon, Alness and Wick. By bringing these sites back into productive use it is hoped that it will stimulate economic growth and improve the quality of life in those communities. A formal approval of the funds is awaited. This will complement the Highland Council's approach to dealing with contaminated land.

The Council's public performance survey conducted annually asks respondents to rate their community in terms of six amenities: schools, health care; transport; shops; leisure facilities; and other services. Schools and health care are consistently well regarded; although transport and other community facilities are viewed less favourably.

| Local outcomes | Relevant indicators | Frequency / Type / Source | Baseline (2006-7) | Targets & Timescales |
|--|--|--|---|---------------------------------|
| Local outcome 10.1 New development and growth is planned and designed for sustainability | Highland Development Plan in place | Development Plan / Highland Council (HC CP4.1) | Development Plan Scheme published (2006/07) | 2010 |
| | Three Area local Development Plans in place with full community participation by 2011 | Three Area Development Plans / Highland Council (HC CP4.3) | Not started (2006/07) | 2011 |
| | Number / % of new developments which are accompanied by a sustainable design statement | Planning approvals / Annually / Highland Council | Design guidance approved (2006/07) | No. and % target 100% (2010/11) |
| | All major retail developments include grey water system and renewable energy provision | Planning approvals / Annually / Highland Council | Policy approved in (2006/07) | 100% (2010/11) |
| | Hectares Reclaimed, including sites accessed for future use | Quantitative/ Annually/ Highland Council | New Initiative (2008/09) | 38.89 hectares (2010/11) |

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| | | Increase the availability of buses (through working with commercial partners) | Annual/ Highland Council (HC CP 8.10) | 3 007/08) | 5% (2010/11) |
| | | Increase the number of people using the bus network | Annual/ Highland Council (HC CP 8.9) | 6,513,552 (2007/08) | 5% (2010/11) |
| | | Increase use of public transport in and around Inverness | Annual/ Highland Council (HC CP 8.14) | 3,017,361 (2007/08) | 5% (2010/11) |
| | | Increase the number of children walking and cycling to school | Annually (August)/ Highland Council (HC CP 8.17) | 3,817 children (45% primary school pupils) (2007/08) | 10% increase (2010/11) |
| | | <i>% of residents who view their neighbourhood or community positively as a place to live</i> | Annual/Public Performance Survey/ Highland Council | 2008/09 Baseline Aug 08 | 2010/11 Reduce variation across wards in % terms |
| | | At least maintain % residents stating they are satisfied with their neighbourhood / community <i>Awaiting confirmation this will continue to be measured in the SHS.</i> | Current source is SHS, plan to also survey regionally during 2008-9 | SHS 69% rated very good 27% rated good 2005-6 regional survey base-line 2008-9 | At least 69% v. good 27% good (2010/11) Local target TOB 2009 |
| | Local outcome 10.2 Increase the supply of housing | Deliver 6,000 houses enabled by planning policy | House completions/annually / Highland Council (HC CP2.2) | 1886 (2007/08) | Further 4,114 units completed by 2010-11 |
| | | 2,000 affordable houses approved or on site (within the 6,000 target above) | Quarterly/ RSL Development Programme/ Highland Council (HC CP2.5 amend) | 552 (2006/07) | 2,000 (2010/11) |
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| | | Reduction in the number of water supply areas and waste water treatment works that are constrained | Annual/ Outcome from Housing Land Audit/ Number of units constrained by lack of adequate water/wastewater infrastructure Highland Council (HC CP2.1 amend) | Base-line to be set 2008-9 | Year on year reduction to (2010-11) |
| | Local outcome 10.3 Investment in the infrastructure for rural communities | Completion of 11 new Primary and Secondary schools which include community facilities (sports, arte, learning) | Annual/ Capital Programme report / Highland Council (ECS HC CP 5.2) | 5 (2007/08) | 11 (2010/11) |
| | Further indicators on efficient, effective and responsive services are included in National Outcome 15. | Replace 2 primary schools and start work on a third and which include community facilities (sports, arte, learning) | Annual / Capital Programme / Highland Council (ECS HC CP 5.4) | 0 (2007/08) | 3 (2010/11) |
| | | Refurbish 5 Secondary schools which include community facilities (sports, arte, learning) | Annual / Capital Programme / Highland Council (ECS HC CP 5.3) | 0 (2007/08) | 5 (2010/11) |
| | | 5 new care homes built to national standards providing care to 168 residents | Annual / Capital Programme / Highland Council (CH 1.10) | Programme approved 2007-8 Tain, Muir of Ord, Inverness, Grantown on Spey and Fort William | 3 completed and 2 on site (2010/11) |
| | | Increase investment in lifeline roads and bridges in the Highlands | Quarterly/ Capital Programme/ Highland Council (HC CP 8.8) | £600k (2007/08) | Minimum of £5.4m for 2008-9-2010-11 |
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| | | Sustain investment in up-grading piers and harbours NB Raasay development due for completion in 2009-10 as a major project £18m. | Annual / Capital Programme/ Highland Council | £250k (2007/08) | £250k per annum to 2010-11 |
| | | Up-grading of the police station network, with new stations scheduled for completion | Annual / capital programme/ Northern constabulary | New stations in Grantown on Spey, Lairg, Nairn, and new custody suite in Inverness Investment Programme approved 2008-9 | Completions Grantown on Spey 2008-9 Lairg 2009-10 Nairn 2010-11 Custody suite 2010-11 |
| | | Up-grading of fire station network with new stations scheduled for completion | HIFRS capital programme annual | New stations Scourie, Helmsdale and Aultbea completed | (2008/09) |
| | | Up-grading of fire station network with starts on site | HIFRS capital programme annual | New stations at Tongue, Rousay and Carbridge On site | 2009 |
| | Local Outcome 10.4 Limit the impact of distance from services in rural and remote communities Supporting fragile areas is included in National Outcome 1. | Increase the number of community transport schemes supported | Annual / Highland Council (HC CP 8.12) | 17 (2007/08) | 5% (2010/11) |
| | | Deliver Broadband to all schools and libraries | Quarterly / Committee reports / Highland Council | 30 schools 5 libraries connected (2007/08) | 100% roll out (2009/10) |
| | | Increase access to the Council's services by extending the opening hours of the Council's Telephony | Quarterly / Chief Exec's Service Plan (10D.3) / Highland Council | opening hours 9am-5pm (2006/07) | 24/7, 265 days per year by 31-03-09 |

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| | | Service Centre | | | |
| | | Increase the number of internal and external services (as defined by the customer First 46 ESD targets) to be dealt with at 1 st point of contact to customers through the Customer Services Network. | Quarterly./ Highland Council / Corporate Plan (CP10.26) Customer 1 st Programme | 52% (2006/07) | 90% (2010/11) |
| | | Develop and agree NHSH telehealth strategy by December 2008 | Annual/ Progress Report/ NHSH | Base-line to be set 2008-9 | Strategy in place March 2009 |
| | Increase number of households with broadband internet connection | Biennial/ Quantitative/ Scottish Government/ Scottish Household Survey | Base-line to be set 2009/10 | Implementation (2010/11) | |
| | Required Actions / commitment by local partners for these outcomes | <p>During 2008-9 a new protocol on developer contributions will be introduced to ensure access to amenities and services. Broader discussions will take place with public agencies on the social provision required in new developments. The Council will also produce a residential development guide with a view to improving the quality of design and layout in new housing development in 2009. During 2008-9 an indicator will be developed in relation to improving the quality of the built environment and using a sustainability checklist for new developments. This will be included in the Agreement from 2009-10 onwards.</p> <p>The Council will continue to meet regularly with SEPA and Scottish Water to work towards aligning capital programmes and removing development constraints.</p> <p>The Council will establish a Housing Information Partnership to assess housing market and housing needs for a five year forward planning period.</p> <p>The Council will continue to work with the Highland Housing Alliance and local RSIs to develop sustainable housing through the timber procurement group using locally sourced timber and the new Pod method of construction.</p> <p>Community Planning Partners will share their capital programmes and planning from 2008-9 onwards and identify opportunities for co-location.</p> <p>Throughout 2008/09 Highland Council, and Highlands and Islands Enterprise intends to work with the Scottish Government to extend the availability of Broadband and internet access to remote and rural communities within Highland. This work will include the development of performance indicators.</p> | | | |
| | Scottish Government required action / | The Council seeks the support of the Scottish Government in the following areas: | | | |

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| | commitment to support delivery of local outcome | <ul style="list-style-type: none">• A recognition of the higher costs of developing affordable housing in rural communities• Alternative funding mechanisms for funding rural infrastructure costs (including water and sewerage)• Continued investment in rural areas by Scottish Water will be a pre-requisite to increasing the supply of housing throughout Highland. A commitment to long term strategic solutions for areas including the City of Inverness and the A96 Corridor is requested.• To support Community Transport Schemes• The removal of the remaining discount on Council Tax for second homes;• Recognition of the additional costs of providing services across a dispersed population, particularly in super sparse areas;• Expressing concern over the approach used by Post Office Ltd in identifying Post Office closures and in ensuring the UK Government criteria for access to Post Office services are applied properly and that there is full and meaningful community consultation prior to any future temporary closures becoming permanent. |
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7.11 Single Outcome Agreement – Highland Council

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| <p>National Outcome 11</p> <p>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p> <p>Scope of governance and accountability locally:</p> <p>Highland Council HIE NHS Highland Northern Constabulary Voluntary sector</p> | <p>Local Context</p> <p>One feature of strong, resilient and supportive communities is the extent of volunteering within communities and a flourishing voluntary sector.</p> <p>Within Highland there is evidence of high levels of volunteering. The results of the Council's annual public performance survey in 2007 indicated that 27% of the Highland population volunteer in some capacity, with over half of them volunteering in more than one activity and taking part more than once a week. This high level of self-reported volunteering may be supported by the relatively large number of charities registered in the Highland (at over 1200); the third highest number in Scotland from the eighth largest population. There is enormous public value in this altruism. The Council and community planning partners support the efforts of voluntary and community organisations in the Highlands through:</p> <ul style="list-style-type: none"> • Funding - Council funding annually amounts to £14m, covering services commissioned and discretionary grants paid • Supporting intermediary bodies such as the CVS network and Volunteering Centres (HIE and the Council) • Engaging with representative groups to improve service delivery • Building capacity in the sector - HIE is the lead partner in the Highlands & Islands Community Capacity Partnership project (HICCaP), this project works with the voluntary sector to increase their awareness of and access to skills and learning. The Council currently supports Coaching Highland to deliver training programmes for volunteers in Sports Leadership. • Volunteering policies for staff (this is significant because the two largest employers in the region are the Council and NHS Highland) <p>In March 2008 discussions opened formally on the development of a compact with the voluntary sector, initially with the Council and NHS Highland but with scope to include other public bodies. The compact could cover: business support for social enterprise; new arrangements for commissioning and procuring public services; developing a single grants process to support voluntary activity; shared services opportunities; supporting volunteering among staff; and how best to communicate and share information.</p> <p>Other indicators in the Outcome Agreement relating to the voluntary sector are:</p> <ul style="list-style-type: none"> • supporting and growing the social economy further in the Highlands - National Outcome 1; • improving employability through volunteering – National Outcomes 3 and 7 <p>A particular feature of voluntary and community action in the Highlands is the appetite for communities to own, manage and have a stake in community assets and facilities. There is a long history of innovative support of community enterprise by HIE and its</p> |
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predecessor the HIDB and with the Council. The Assynt Crofters bought their land in 1993, followed by the islanders of Eigg in 1997; these communities set the scene for allocation of public funds to assist communities purchase land, and also for the Land Reform legislation. Community controlled organisations are now mainstream landowners in Scotland, and in the Highland Council area over 100,000 acres and numerous buildings are in community ownership.

The Council and HIE provide support for communities through facilitation, advice and where appropriate, funding to purchase land or properties where there is community interest or benefit. In addition the Council and HIE also support local communities in their negotiations with developers to achieve social and economic benefit from new developments, primarily in renewable energy schemes. HIE's Strengthening Communities Group assists local organisations to: acquire income-generating assets; build capacity to manage assets; develop social enterprises; developing community and enterprise aspects of arts, heritage and the Gaelic language given the area's unique environmental and cultural assets; and has an involvement in area regeneration.

Achieving community ownership, community stake holding or community benefit requires the capacity within communities to be built. The Council and HIE work with partners and voluntary organisations, drawing on a range of funding sources, including European funding, to support communities to be ready to negotiate and take on ownership or management responsibility for community assets.

In addition, the public sector locally supports communities to create development plans and deliver community projects. Support for community action to improve the quality of life also includes capacity building. Notable achievements include community action supported through: HIE's Strengthening Communities Group; EU Leader programmes, previously focused on young people and natural heritage; the Initiative at the Edge, with support to communities in the designated areas of SE Caithness and Glenelg & Arnisdale to enable them to organise themselves and plan/prioritise the regeneration of their areas; Community Regeneration Funding for areas of concentrated multiple deprivation; and through emerging Community Learning and Development Plans.

Given the extent of volunteering and the history of community action in the Highlands, it is perhaps not surprising that the quality of life is regarded highly. From the latest Scottish Household Survey results (2005-06) 69% of people in Highland rated their neighbourhood as very good (fourth highest after the Island Authorities) and 27% as good. This compares favourably with the collective Scottish averages of 52% and 41% respectively.

Other indicators in the Outcome Agreement relating to the supporting community action and community capacity building are:

- More balanced economic growth across the Highlands - National Outcome 2;
- Promoting community cohesion – National Outcome 7.

Community cohesion is another feature of strong, resilient and supportive communities where people take responsibility for their

actions and how they affect others. The Council's annual performance survey asks respondents the extent to which they have a sense of belonging to their community, how involved they are in the life of the community and the extent to which they feel their communities are accepting of people coming to live in their community from outside the Highlands. Data for four years is available and shows consistent responses with high levels of a sense of belonging (over 70% feel this to a great or some extent) and acceptance to new residents (over 80% feel their community is accepting to a great or some extent); with lower levels of engagement in community life (although over 40% feel very or fairly involved).

As noted in National Outcome 7, Highland has traditionally had a relatively small ethnic minority population (0.7% compared to approximately 2% for Scotland as a whole) but this context for service provision is changing rapidly as a significant increase in migration into the Highland from outwith the UK is evident. Communities in the Highlands are becoming more diverse as the population grows and this raises community safety issues, particularly in terms of racially aggravated crimes. Between 2004-5 and 2006-7 the number of recorded racial incidents grew from 87 per annum to 106. Between April and December 2007, 112 racist incidents and 62 racially aggravated crimes were recorded in Highland. Although these rates are low in relation to the rest of the country, they show a worrying increase, are serious offences and are likely to be under reported. Data on crimes, offences and incidents of a racially motivated nature reflect the reporting and recording of these crimes and possibly not actual levels of prevalence. With improvements to reporting processes and attitudinal changes to crime, it is likely that during the period of the outcome agreement, there may be an increase in some reported hate crimes, racially motivated incidents and referrals as new reporting systems are introduced. This includes the introduction of a new on-line reporting tool and systems to measure Northern Constabulary's Community Engagement with Minority or Hard to Reach Groups in order to improve their confidence in the ability of the police to listen to them and respond to their needs.

The need to improve reporting mechanisms and work to reduce hate crime is supported by a survey conducted in late 2006 established that 25% of people with disabilities reported being bullied or harassed on a regular basis in relation to their disability. People from BME communities report experiencing racial harassment on a daily basis, and LGBT groups report significant experience of homophobia and harassment of transgendered individuals. (Source: HWBA Equalities Group survey in preparation for Disability Equalities Schemes).

Other indicators on community safety are included in National Outcome 9 and work to promote equalities is included in national outcome 7.

| Local outcomes | Relevant indicators | Frequency / Type / Source | Baseline (2006-7) | Targets & Timescales |
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| Local outcome 11.1 | Compact between the Council and the voluntary sector | Quarterly progress reports / Highland Council/ HIE/ | Agreed to proceed 2008 | 2010 |

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| | A well supported voluntary sector with sustained high levels of volunteering in the Highlands See also National outcomes 1, 3 and 7 for support to social economy and volunteering as a route to employability. | agreed and operational | NHSH/Vol. Sector (HC CP10.15) | | Implementation |
| | | At least maintain current levels of volunteering in the Highlands | Annual / Council performance survey / Highland Council (HC CP 10.18) <i>Data sources will improve over the period of the Outcome Agreement</i> | 27% population self-reporting volunteering in some capacity 2007 | At least 27% 2010 |
| | | Accredited training awards for volunteers in Sports Leadership | Cumulative Annual/Accredited Sports Leaders UK/Coaching Highland | 226 (2006/07) | 1000 awards by (2010/11) |
| | Local outcome 11.2 More communities own, manage or have a stake in local assets | Increase the number of communities assisted in purchasing land or property for the benefit of their communities | Annual / Data from HIE and Highland Council (HC CP 4.15) | HIE 5 (HC area) (2006/07) HC base-line to be gathered (2008/09) | HIE 10 (HC area) (2010/11) HC target TBC |
| | | Increase the number of communities securing community benefit from renewable developments | Annual / progress report / Highland Council (HC CP4.16) | 24 (2006/07) | >24 (2010/11) |
| | | Increase the number of community groups supported to invest in renewable energy | Annual / progress report / HIE | 10 (2008/09) | 15 (2010/11) |
| | Local outcome 11.3 Improved quality of life through community led action and more people feeling connected to their communities | At least maintain % residents stating they are satisfied with their neighbourhood (rated very good and good) <i>(included also in Outcome 10)</i> | Biennial / Qualitative / Scottish Household Survey 2007-8 data available 2009 2008-9 date available 2011 | 69% very good 27% good (2005/06) | At least 69% very good At least 27% good (2009/10) |
| | | Number of community led projects supported | Quarterly / LEADER, IATE, and Fairer Scotland Fund/ Highland Council and HIE | New programmes start 2008 | Impact Evaluated (2010/11) |

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| | | Number of local community led plans supported | Quarterly /,LEADER, IATE and FSF / Highland Council | Mapping of community led action plans 2008 | Target TBC after mapping (2008/09) |
| | | Number and range of community groups actively involved in community based economic development | Annual, Quantitative HC/LEADER | Baseline assessment 2008 | At least sustain existing annual number 2009/10 |
| | | Community Learning Plans in place to support community learning and capacity building in each of our Associated School Groups. | Annual/Quantitative/ Highland Council | 8 (2006/07) | 29 (2010/11) |
| | | At least maintain the levels of : <ul style="list-style-type: none"> The sense of belonging to a community (to some or great extent) | Annual / Public Performance Survey - Qualitative/ Highland Council | 71% 2007 | At least 71% (2010/11) |
| | | <ul style="list-style-type: none"> Community acceptance of new residents (to some or great extent) | Annual / Public Performance Survey - Qualitative/ Highland Council | 82% 2007 | At least 82% (2010/11) |
| | | <ul style="list-style-type: none"> Involvement in life of the community (fairly or very involved) | Annual / Public Performance Survey - Qualitative/ Highland Council | 44% 2007 | At least 44% (2010/11) |
| | | Reduce the number of recorded hate crimes. Racist incidents (forms recorded - reported to PF as crime) Other hate crimes (incident forms recorded - reported to | Monthly / Quantitative/ Northern Constabulary | Racist: 124 – 113 Gender / Sexual : 5 – 3 Religious: 1 - 0. (2006/07) | Increase expected until confidence in reporting levels reached possibly before 2010-11 |

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| | | PF as crime) | | |
| | Required Actions / commitment by local partners for these outcomes | <p>The Highland area deservedly enjoys a reputation for being friendly and welcoming and for having a tradition of involvement in community action in an area of distinctive natural and cultural heritage. These characteristics of social cohesion and social capital are important to the quality of life for long term residents and for the attraction of social and economic investment in Highland. Over the period of this Agreement the Partners will continue to build on these characteristics by –</p> <ul style="list-style-type: none"> • Working to develop a Voluntary Sector Compact in Highland that will recognise the contributions made to the economy and quality of life by the Third Sector and how support from public agencies will be provided; • Ensure that the experiences of the Initiative at the Edge Programme, SIP, LEADER and LEADER+ are continued in the delivery of the EU, SRDP & Fairer Scotland Funds over 2008 – 2011 through developing strategic and local structures that empower communities and respond to community needs; • Maximise the benefits of community ownership in the acquisition or management of community assets (land and facilities); renewable energy, provision of services. During 2008-9 the scope for more formal partnership development with the Highlands and Islands Community Energy Company will be explored. Future targets may be integrated into the Outcome Agreement. • Improving ways of measuring and responding to quality of life measures in the variety of Highland communities – including measures of wealth, social capital and cohesion and seeking alignment with the Scottish Household Survey and to include a new approach to gauging resident views on quality of housing developments. • Responding to the pressures of growth, migration and diversity in our communities by developing programmes that celebrate multi cultural activity and that tackle hate and racist behaviour. The partnership is currently developing an online facility for reporting hate incidents, to be backed up by a network of support for third party reporting. | | |
| | Scottish Government required action / commitment to support delivery of local outcome | <p>The Council and HIE welcome the Government support to increase the turnover of the social economy and would welcome the opportunity to collaborate on developing new guidance around procurement from the voluntary sector.</p> <p>The Council welcomes the announcement on the new LEADER programme and keenly awaits an announcement on the Convergence Fund. While the Council and its partners will seek to deliver these funds, together with other European and domestic funding, in an integrated manner at the local level, the Council is keen to work with the Scottish Government to reduce the level of separate programme reporting and monitoring arrangements required.</p> <p>The Council welcomes the streamlining of initiative funding into the Fairer Scotland Fund and will report on progress with it through the Single Outcome Agreement.</p> <p>HIE welcomes the consideration being given by the Scottish Government to transfer of publicly owned assets to community organisations. The Council is keen to work with the Government in making the</p> | | |

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| | | <p>community buy-out process more straightforward for communities.</p> <p>In terms of community benefit, the Council and HIE are keen to work with the Scottish Government on the review of the role of the Crown Estate in Scotland with a view to make it more accountable and /or transferring powers down to a more local level.</p> |
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7.12 Single Outcome Agreement –Highland Council

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| <p>National Outcome 12</p> <p>We value and enjoy our built and natural environment and protect it and enhance it for future generations.</p> <p>Scope of governance and accountability locally</p> <p>Highland Council SNH Local Biodiversity Partnerships</p> | <p>Local Context</p> <p>The environment, landscapes, and wildlife of the Highlands is highly diverse. The environmental quality of the Highland Council area is high and the outstanding natural heritage of the region is recognised internationally and supported by the coverage of statutory designations. Nearly 20% of the land area is designated with Sites of Special Scientific interest; 21% with national Scenic Area designation; and 15% with Special Areas of Conservation. The largest National Park in the country is found partly within the Council’s boundaries. Highland region supports 192 of the 238 priority species in Scotland and 40 of the 42 priority habitats. 455 of the priority species of conservation importance are found in Highland. The Highland Council will work with partners such as SNH to implement e.g. the Species Action Framework, ensuring targeted management action to achieve thriving, self-sustaining populations of key “at-risk” species, such as the Capercaillie, Red Squirrel, and Scottish Wildcat, to name a few. But the high quality of the wider countryside is also of importance. The scenic and natural qualities of the area underpin the aspirations for an area that is good in which to live, work and to visit.</p> <p>Enjoyment of the natural heritage of the Highland area is a key aspect of partnership work. From the iconic views represented by the best of our landscapes, to people’s ability to recreate within their communities, The Highland Council works with partners to ensure that everyone is able to enjoy their natural heritage.</p> <p>As part of its regional stewardship role the Council’s commitments to protect the environment focus on dealing with pollution (including opposition to any new nuclear power generation in the Highlands and supporting a GM-free Highland); commitments to support land management that seeks to address the impacts of climate change, including flood prevention and carbon sequestration. The Council has also agreed a number of policies for the marine environment which support integrated management of the marine environment and the preparation of a coastal development strategy. There are 7 Local Biodiversity Action Plans in the Highlands and the Council supports the Highland Biodiversity Partnership and 7 local biodiversity action groups</p> <p>As Access Authority, the Highland Council supports 6 Local Access Forums and has recently embarked on formal consultation on 6 Core Path Plans for the area. The Council is now planning the implementation phases of Core Path planning, continues to protect public access rights, and to promote the Scottish Outdoor Access Code. In addition, the Outdoor Education residential base at Badaguish enables Highland groups to experience the Outdoors. Set within the Rothiemurchus forest beside Loch Morlich, in the Cairngorm National Park, the base enables the Highland Council to increase use of the Park and to encourage greater use of the outdoor environment.</p> <p>The Council has a role in protecting ancient monuments, listed buildings (3116 in 2008) and conservation areas (30 in 2008). There are currently 2016 properties on the buildings at Risk Register.</p> |
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| <p>There are significant problems of housing quality in both the private and public sectors. Poor energy efficiency is a particular feature in the Highlands and this alongside low income levels result in high levels of fuel poverty (this is included in National Outcome 7). Due to the prevalent house types and limited mains gas network, the options for improving the thermal efficiency of existing houses are limited and expensive. Our harsh climate also impacts on the fabric and condition of buildings themselves and the need for decent affordable heating.</p> <p>Indicators to enjoy, protect and enhance our natural and built environment include:</p> <ul style="list-style-type: none"> • Encouraging activity and healthy lifestyles – National Outcome 6 • Sustainable design in communities – National Outcome 10 • Addressing climate change and flooding – National Outcome 14 • Waste management - National Outcome 14 | | | | |
| Local outcomes | Relevant indicators | Frequency / Type / Source | Baseline (2006-7) | Targets & Timescales |
| <p>Local outcome 12.1</p> <p>Recognition and awareness of the outstanding natural heritage of the Highlands</p> | Increase to 95% the proportion of protected nature sites in favourable condition | SNH Indicator S11 - Notified Habitats in Favourable Condition - in the suite of Scotland's Biodiversity Indicators. | To be established(2006 /07) | 95% (2010/11) |
| | Increase in the number of participants in ranger guided walks and events | Annually / Quantitative / Highland Council (HC CP 6.14) | 8000 (2007/08) | 5% annual increase to (2010/11) |
| | Increase the number of participants in the annual Highland Archaeology Fortnight | Annually/ Quantitative / Highland Council (HC CP 6.10) | TBC (2007/08) | annual increase to (2010/11) |
| | 6 core path plans approved | Plans approved and in use Highland Council (HCCP 6.13) | Nearing completion of formal consultations April 2008 | Plans submitted to Government by 2009 |
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| | | Outdoor education - Annual increase in the users of the Badaguish residential base. | Quarterly/Quantitative/ Highland Council | 4020 (2007/08) | 5226 (2010/11) |
| | Local outcome 12.2 Limit pressures on species and habitats | Sustain Local Biodiversity Action Plans across all areas | Annual/Quantitative/ Highland Council | 8 (2006/07) | 8 (2006/07) |
| | | At least maintain the number of local biodiversity projects | Annual/Quantitative/ Highland Council | 22 (2006/07) | 30 per annum (strategic and community) to (2010/11) |
| | | Increase detection and conviction of offenders against wildlife and environmental law | Quarterly / Crime recording / Northern Constabulary | 30 reported incidents (2006/07) | 10% increase by (2010/11) |
| | Local outcome 12.3 Improved environmental awareness and action | Increase the number of schools achieving Eco School bronze award. | Annual / Accreditation reports / Highland Council (HCCP 5.8) | 36 (2007/8) | 120 (2010/11) |
| | | Increase the number of schools achieving Eco School silver award. | Annual / Accreditation reports / Highland Council (HC CP 5.8) | 18 (2007/8) | 67 (2010/11) |
| | | Increase the number of schools achieving Eco School Green Flag status. | Annual / Accreditation reports / Highland Council (HC CP 5.8) | 13 (2007/8) | 25 (2010/11) |
| | Local outcome 12.4 Improve the quality of housing | Increase the % of Council houses meeting the Scottish Housing Quality Standard | Annual updates of Standard Delivery Plan / SPI / Highland Council | 3% (2006/07) | 76% (2010/11) |
| | Required Actions / commitment by local partners for these outcomes | <p>During 2008-9 discussion will take place with Historic Scotland, the Cairngorm National Park Authority, the Forestry Commission which may lead to additional information and improvement actions for inclusion in the Outcome Agreement.</p> <p>During 2007-8 the Council has contributed to the development of the regional plan for the Scottish Rural Development Programme. It will support partnership projects where appropriate and possible from 2008 onwards</p> | | | |

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| | | <p>Meaningful involvement of SNH, including the availability of national indicators and data sets to Council area, will be considered in the partnership in 2008-9. It is understood that Cosla and SNH are to agree the agencies contribution to the Outcome Agreement process.</p> <p>The Council will review the scope for including improvement indicators for historic buildings and monuments and listed buildings in the Outcome Agreement for 2009-10. Historic Scotland will be invited to participate in the Agreement from 2009-10.</p> <p>During 2008/09 the Council will develop a Scheme of Assistance in terms of the Housing Scotland Act 2000 setting out arrangements for offering assistance to private owners to improve the quality of private sector housing</p> |
| | <p>Scottish Government required action / commitment to support delivery of local outcome</p> | <p>The Council seeks to work with the Scottish Government (and UK Government where appropriate) on:</p> <ul style="list-style-type: none"> • effective control and monitoring of the movement of hazardous cargoes in the Minches and Pentland Firth; • review of the Crown Estate in Scotland with a view to making it more accountable and/or transferring powers down to a more local level • Assistance with managing housing debt or additional support to assist meeting the Scottish Housing Quality Standard • Adequate support which recognises the factors impacting on private owners' ability to improve housing in the rural areas of the Highlands. <p>The Council seeks the support of the Scottish Government to develop a broader range of performance indicators that might accurately reflect the important work of Scottish Natural Heritage and its partners within Scottish Environment and Rural Services (SEARS).</p> <p>In terms of data for monitoring performance improvement, it would be useful to know the Government's expectations on the use of the Scottish Recreation Survey data and other SNH data disaggregated to Council area.</p> |

7.13 Single Outcome Agreement – Highland Council

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| <p>National Outcome 13 We take pride in a strong, fair and inclusive national identity</p> <p>Scope of governance and accountability locally: Highland Council HIE Bòrd na Gàidhlig</p> | <p>Local Context</p> <p>Gaelic has iconic significance to the Highlands and is an important aspect of Scotland’s ethnic identity. It is growing in vitality with not only current Gaelic speakers (12,760 at the time of the 2001 Census, comprising 6% of the population) but with increasing interest from those wishing to learn it or to have their children learn it. Gaelic speakers are found throughout the region with concentrations in Skye and Lochaber and many west coast communities, in Dingwall and Inverness and there is growing interest in the language in the north and east of the Highlands. In 2006-7 there were over 1300 Gaelic language learners in secondary schools and over 1280 pupils learning in the medium of Gaelic in primary and secondary schools. An all-Gaelic Primary School in Inverness (Bunsgoil Gàidhlig Inbhir Nis) was opened in 2007. Highland Council continues to consult on demand for further all Gaelic schools across the area.</p> <p>Gaelic has contributed to the regional economy, particularly through education, broadcasting and development. The rapid growth of traditional Gaelic music and song both enhances the cultural life of the region and attracts many visitors to the Highlands.</p> <p>The Council is among the first public authorities to produce a Gaelic Language Plan. It takes into account Bòrd na Gàidhlig’s National Plan and its aim for “a healthy, vibrant language increasingly used, valued and respected in a modern, multicultural and multilingual Scotland”.</p> <p>The Council’s Gaelic Language Plan is based on the principle of equal respect for Gaelic and English. It sets out how the Council will:</p> <ul style="list-style-type: none"> • enable the public to access Council services through Gaelic • raise awareness of Gaelic • encourage parents to use Gaelic in the home • increase the range of opportunities to use Gaelic in the community • provide Gaelic education <p>HIE is also amongst the first public authorities required to prepare a statutory Gaelic Language Plan. The Gaelic Plan for HIE will look to:</p> <ul style="list-style-type: none"> • apply the principle of equal respect for Gaelic and English, and by extension speakers of Gaelic and English • mainstream knowledge and awareness of the region’s Gaelic identity, and embedding Gaelic audibly and visually in the day to day operation of HIE |
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- seize new opportunities for the language's growth and renewal; capitalising fully on opportunities in the spheres of economic and community development.

Social and cultural benefits from more people participating in the range of arts, culture, heritage and sporting activity can have profound effects on local communities as well as individuals in terms of confidence, esteem, a sense of identity, civic involvement and volunteering. In developing an active interest in the heritage and history of the Highlands, as part of our national identity, the Council and its partners, notably HIE, will continue to invest in the cultural infrastructure of the region.

Recent infrastructure improvements include:

- plans in place to start construction of the Archive, Family History and Registrars Centre in 2007-8
- major refurbishment of the Inverness museum and art gallery in 2006-7
- major refurbishment and extension to Eden Court Theatre, re-opening in 2007
- developing a series of partnership projects with the National Galleries of Scotland to display more items from the national collection in Inverness
- a productive relationship with the Camanachd Association to develop shinty

The programme to celebrate the Year of Highland Culture in 2007 has seen: international artists perform in Highland; international sporting events; large numbers attending open air festivals; and a huge local programme of community run events and activities.

The programme of events also brought opportunities for young people through the Highland Promise: An Gealladh Mòr, where through schools young people helped to select the cultural activities they could participate in.

Supporting the cultural infrastructure includes the extent to which creative personnel are attracted, retained or developed in the region. Indicators for growth in cultural and creative industries are included in National Outcome 1.

Other relevant indicators of inclusion are:

- race equalities – included in National Outcome 7 on tackling inequalities
- hate crimes – included in National Outcome 11 on community cohesion

| Local outcomes | Relevant indicators | Frequency / Type / Source | Baseline | Targets & Timescales |
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| Local outcome 13.1 Development of the Gaelic | Increase the % clients accessing Council services through the medium of Gaelic | Annual / Highland Council (HC CP 7.2) | Baseline to be set in 2008/09 | 10% increase (2010-11) |

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| | language and culture | Increase % people in the Highlands describing themselves as “well disposed” towards Gaelic | Survey to begin for base-line 2008/ Highland Council (HC CP 7.3) | Baseline Aug 08 2008/09 | 10% increase (2010/11) |
| | | Increase the % of Gaelic medium pupils who have Gaelic speaking parents /carers (including Learner parents) | Annual / Highland Council (HC CP 7.4) | 40% 2006 | 46% (2010/11) |
| | | Increase the % of Gaelic medium pupils reporting regular use of Gaelic in the home | Annual / Highland Council (HC CP 7.5) | 12% 2006 | 14.4% (2010/11) |
| | | Increase the number of 5-19 year olds speaking Gaelic (from 2001 Census) | Centennially/Quantitative/National Census (amend HC CP 7.7) | 2544 2001 | 3053 2011 |
| | Local outcome 13.2 Growth in Arts, Literary, Drama and Music Festivals and local involvement in them and which celebrate the diverse heritage and interpretation of the Highlands | Deliver a year round programme of events with a view to maximising visitor numbers | Annual/Qualitative/ Highland Council (HC CP 6.5) | Set up process for delivering a programme of events 2008-9 | Year Round Programme of Events (2010/11) |
| | | Positive customer feedback on Blas Festival | Annual/Quantitative/ Highland Council (HC CP 6.8) | 92% (2007/08) (especially high for 2007 and not seen to be sustainable) | 60-80% range on-going |
| | | <i>Maintain number of winter festival events</i> | Annual/Quantitative/ Highland Council | 3 (2007/08) | Maintain number of events (2010/11) |
| | | Festivals supported by the Council more than 3 years old | Annual/Quantitative/ Highland Council (CP 6.6) | 60% (2007/08) | 60% (2010/11) |

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| | | at least maintain % seats sold | amend) | | |
| | | Increase the number of, and participants in, sports, arts and culture events promoting community cohesion through the Cultural Bridges Fund | Quarterly / Cultural Bridges Fund awards / Highland Council (HC CP 5.15) | £30k (2007/08) Base-line on number of events and participants to be gathered 2008. | At least £30k (2010/11) Target TBC |
| | Required Actions / commitment by local partners for these outcomes | <p>The Council is required involve its local partners implementing the Gaelic Language Plan. It will continue to monitor the provision in Gaelic medium and Learners education, to share best practice and to support and challenge establishments and services through the improvement agenda. It will work with partners to enrich the cultural dimension of Gaelic through support for a range of initiatives.</p> <p>As partners have their Gaelic plans agreed by Bòrd na Gàidhlig, partner indicators can be incorporated in the Outcome Agreement.</p> <p>The partnership will review the operation of the Cultural Bridges Fund for impact and if appropriate seek matching EU funding to support community cohesion. The fund is supported by the Council and HIE.</p> | | | |
| | Scottish Government required action / commitment to support delivery of local outcome | Early discussions with Creative Scotland would be welcomed to promote strategic alignment regionally. | | | |

7.14 Single Outcome Agreement – Highland Council

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| <p>National Outcome 14 We reduce the local and global environmental impact of our consumption and production</p> <p>Scope of governance and accountability locally: Highland Council HIE With other partner contributions to be confirmed in 2008-9</p> | <p>Local Context</p> <p>The approach to reducing the local and global environmental impact of our consumption and production will be through the Council's climate change strategy, which may broaden to be a climate change strategy for the region with partners. The case for mitigating against and adapting services to deal with the impact of global warming is accepted by the Council and its partners. The Highlands have experienced the impact of extreme weather events with over £10m in remedial work required for Council assets following storms and flooding since 2005.</p> <p>The Council has a role in climate change as a manager of its own estate; as a service provider; as an employer; as a community leader and as an early signatory to the Scottish Local Authority Climate Change Declaration. The Council's approach to a climate change strategy will include how the Council will:</p> <ol style="list-style-type: none"> 1. Mitigate against climate change through the reduction of greenhouse gas emissions from its own estate and practice – <ul style="list-style-type: none"> • energy management in buildings; • carbon management – reducing CO₂ emissions from buildings, fleet, staff and member business travel and commuting, street lighting and municipal waste; • sustainable resources – reducing and recycling internal waste, water conservation, reduce consumption of materials, sustainable procurement; • sustainable education in schools. 2. Mitigate against climate change through the reduction of greenhouse gas emissions in the Highlands through the range of services provided by the Council and in partnership with other statutory, voluntary and private sector organisations, including: <ul style="list-style-type: none"> • promoting renewable energy (with the Council's strategy and policy reviewed in 2008-9); • promoting sustainable and low carbon design; • providing energy advice and reducing fuel poverty; • municipal waste management (with particular challenges in collecting waste from a dispersed population and in waste disposal); • green travel planning • support local growing of food (encouraging people to grow their own food and / or purchase food grown locally) 3. Adapt services to deal with the impact of global warming and extreme weather events (considering both threats and |
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opportunities) and particularly regarding impacts of flooding at community level:

- developing adaptation plans for each Council service
- conducting Strategic Environmental Assessment of relevant plans, programmes and strategies.

The Council's work plan showing progress with each of the areas above can be accessed at:

<http://www.highland.gov.uk/NR/rdonlyres/3705B822-21E1-4B73-BD7B-46339553FF75/0/ClimateChangeWorkingGroupWorkplan.pdf>

HIE's ambition is to match the Government's energy savings target for the next 3 years in its operations by:

- focussing on HIE premises and their energy efficiency;
- procuring sustainable products (including their carbon footprint);
- travel policies and procedures to reduce carbon emissions from business operations;
- developing targets for these during 2008-9.

HIE will also:

- explore and implement, through its Community Energy Company, renewable efficiency devices to test and demonstrate the effectiveness of these and promote them where appropriate as, exemplar's in their use;
- intend to move towards greater carbon and energy efficiency in the new commercial buildings it procures for development purposes and actively seek to demonstrate what is possible in terms of new commercial premises across the Highlands & Islands.

Key indicators are shown below and related indicators are found for:

- Supporting renewable energy development and local sourcing of goods and services – National Outcome 1
- Tackling fuel poverty – National Outcome 7
- Encouraging active transport and greater use of public transport – National Outcome - 10
- Promoting sustainable and low carbon design – National Outcome 10
- Eco schools status for all Highland Primary and Secondary schools – National Outcome 10
- Promoting community owned and community stake holding in renewables – National Outcome 11
- Meeting efficiency targets and achieving Best Value – National Outcome 15

| Local outcomes | Relevant indicators | Frequency / Type / Source | Baseline (2006-7) | Targets & Timescales |
|--------------------|------------------------------|----------------------------|--------------------|----------------------|
| Local outcome 14.1 | Reduce energy use in Council | Quarterly / Meter readings | 158,7GWh (2004/05) | 134.9 GWh (2010/11) |

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| Reduce greenhouse gas emissions from regional public sector operations | buildings by 15% | and energy bills / Highland Council (HC CP 3.9) | | | |
| | Increase installed capacity of renewable energy equipment for Council buildings by a minimum of 4,000kW | Quarterly/ capital programme / Highland Council (HC CP 3.17) | 300 kW (2004/05) | 4,000 kW+ (2010/11) | |
| | Reduce CO2 emissions from Council buildings by 15% | Quarterly / energy use reports / Highland Council (HC CP 3.11) | 49,576 tonnes (2004/05) | 42,140 tonnes (2010/11) | |
| | Maintain CO2 emissions from street lighting while street lighting network increases | Annual / energy use reports / Highland Council (HC CP 3.8) | 7084 (2004/05) | 7013 (2010/11) | |
| | Green travel plan produced and operational: <ul style="list-style-type: none"> Highland Council HIE | To be published 2008 and monitored annually | Highland Council – available June 2008 HIE staff survey May 2008 | Annual reports on progress | |
| | Develop and agree NHSH Remote and Rural Policy by December 2008 | Annual/ Progress report/ NHSH | Base-line to be set 2008/09 | Strategy in place March 2009 | |
| | Increase recycling of waste from Council offices to a minimum of 50% | TBC / Highland Council (HC CP 3.32) | Baseline to be established 2008 | 50% recycled 2009 | |
| | Local outcome 14.2 Promote renewable energy and improve municipal waste management | Increase installed capacity of renewable energy in suitable locations in the Highlands (also in National Outcome 1) | Annual/ quantitative/ Highland Council (Planning and Development Service HC CP 3.13) | 506 megawatts 2005 | 1280 megawatts 2010 |
| | | Decrease the % of waste that is land filled | Quarterly/ SPI/ Highland Council (HC CP 3.24) | 73.9% (2006/07) | 60% (2010/11) |
| | | <i>Decrease amount of Biodegradable Municipal</i> | Quarterly/ Highland Council (HC CP 3.24) | 73,237 (2006/07) | 60,817 2012/13 |

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| | | <i>Waste that is sent to landfill</i> | | | | |
| | | Increase % waste recycled | Quarterly/ SPI/ Highland Council (HC CP 3.28) | 26.1 (2006/07) | 40% (2010/11) | |
| | | Increase % municipal waste recycled and composted | Quarterly/ SPI/ Highland Council (HC CP 3.28 & CP 3.29) | 26.1% (2006/07) | 40% (2010/11) | |
| | Local outcome 14.3 Adapt public services to deal with the impact of global warming | Plans to adapt Council services in place | Quarterly / Climate Change Working Group reports / Highland Council | Adaptation planning begins 2008 | 7 services (2009/10) | |
| | | Flood Protection Orders (FPOs): South West Relief Channel completed River Ness Preliminary design work underway for FPOs for: Mill burn, Dell Burn and Culloden in Inverness area, River Enrick in Drumnadrochit, River Thurso, River Lochy and Caol and Wick River. Completion dates TBC | Highland Council (HC CP 3.21) | In progress Draft FPO published 2008 | Completed (2010/11) Completed 2010-11 subject to statutory consents | |
| | | Demonstrable progress against the requirements of the Scottish Local Authority Climate Change Declaration (self-assessment) | Annual / self-assessment using SSN framework / Highland Council | Score of 22 out of 30 2008 | Score 30 out of 30 (2010/11) | |
| | | Divert a minimum of £335,000 from winter maintenance to drainage and water course maintenance | Annual/ Highland Council (HC CP 3.15) | 0 (2007/08) | £335,000 per annum (2010/11) | |
| | | Required Actions / commitment | The Council is hosting a partnership seminar to identify collaborative action for climate change on | | | |

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| | <p>by local partners for these outcomes</p> | <p>25.6.08. For the first SOA for 31.3.08 the indicators context and indicators relate mainly to the Council's action. Full partner engagement will be reflected future Outcome Agreements. Partners have plans at varying stages of development to tackle climate change and the least that could come from a partnership approach would be to share good practice.</p> <p>During 2008-9 the Council will re-set the base-line and review targets for carbon emissions from fleet and staff travel. Indicators will be added for 2009-10.</p> <p>By end June 2008 the Council will know whether it will run the new Energy Savings Trust Advice Centres for the Highlands and Islands. Potential indicator included in Outcome 7 under tackling fuel poverty.</p> <p>During 2008-9 the Council will develop activity on encouraging growing and eating local produce.</p> |
| | <p>Scottish Government required action / commitment to support delivery of local outcome</p> | <p>The Council and regional partners will respond to the Government's consultation on the Climate Change Bill. Legislative change is likely to mean a review of the range of targets to reduce carbon and other greenhouse gas emissions during the lifetime of the Single Outcome Agreement.</p> <p>In order that Highland can realise its renewable energy potential and play its part in dealing with global warming, and hence deliver on its 2010 target, grid reinforcement is first required. This includes the Beauly-Denny upgrade, the Beauly-Dounreay (second side strung with 275kV lines) and new conductors on the Beauly-Blackhilloch 275kV line and securing under grounding as presented by Highland Council.</p> <p>The Council seeks a simplified system for Flood Prevention Orders and adequate support to implement them.</p> |

7.15 Single Outcome Agreement – Highland Council

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| <p>National Outcome 15 Our public services are high quality, continually improving, efficient and responsive to local people's needs</p> <p>Scope of governance and accountability: Highland Council NHS Highland HIE All public agencies in Highland to be included in future agreements</p> | <p>Local Context</p> <p><u>Improvement frameworks</u> Best Value in local authority services requires continuous improvement to be demonstrated in service delivery, with proper regard paid to efficiency, economy, effectiveness, equalities and sustainable development. Achieving Best Value is a statutory requirement and the same legislation contains duties on community planning, which requires Councils to facilitate joint working with other public sector partners and engagement with the voluntary and business sectors and with communities to improve public services.</p> <p>The extent to which the Council achieves Best Value and community planning was audited in 2005, with the report and improvement plan published in 2006. The audit recognised strengths in the Council's performance and identified 13 short term and medium term improvement areas. The Council's improvement plan contained 83 specific action points to address these areas. The follow up audit in 2007 recognised that most of the improvement actions (70 out of 83) had been completed with the remainder due for completion by 2009. The outstanding areas of work, which are all currently in progress, relate to improvements in: complaints handling; local public performance reporting; asset management; staff profile information; general movement of Statutory Performance Indicators (SPIs); and testing the competitiveness in Statutory Trading Organisations.</p> <p>In addition to the views of regulators, the Council identifies areas for improvement in service delivery from:</p> <ul style="list-style-type: none"> • Customer feedback – in addition to localised and service specific customer feedback, each year the Council commissions a survey of public opinion which gauges satisfaction with services and asks for views on the quality of life. Over the past 5 years positive feedback and continuous improvement are recorded from respondents in the areas of: customer contact (66% report their telephone call being dealt with on the first point of contact with this number rising to over 90% for contact through the Service Centre); satisfaction with services generally (with 80% of respondents very or fairly satisfied with Council services and with more people satisfied than dissatisfied in 33 out of 42 services provided); and high levels of satisfaction consistently found with: refuse collection; Service Points; Council Tax payments; libraries; registrars service; walking routes; street lighting; education; burials and cremations; public parks and open space (top 10 services for satisfaction). Areas for improvement focus on: road and pavement maintenance and planning services. Consistently the survey shows that the public see the maintenance of good quality local services as the most important feature of the Council; it also rates the Council highly in this respect. • Quantitative performance data, as part of the performance framework, including SPIs; • Self assessment; • Contact customers have with Elected Members; and |
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- Risk identification and management.

Other public sector partners have their own performance frameworks and regulation. NHS Highland for example develops corporate objectives from national policy, national targets and local priorities. During the last three years NHS Highland has developed a system of Performance Monitoring known as Hi – Stat, based on a balanced scorecard with reporting at overall NHS Board level, and Accountable Operational Units where appropriate. This ensures that service delivery and development progresses towards the agreed objectives, and that any significant adverse variations are immediately highlighted, investigated and rectified. NHS Quality Improvement Scotland (NHS QIS) assesses performance against clinical governance and risk management standards.

Community engagement and consultation

To involve residents more in shaping the future of their communities the Council is developing new ways for communities to be engaged in decisions which affect them. Notable achievements are found in:

- the way in which young people are involved;
- the support for up to 152 Community Councils in providing advice, information, training and annual funding (around £200k)
- land use planning consultations development plan and individual planning applications in accordance with the Planning Scotland Act)

Areas under development include the establishment of new ward forums, further roll out of the standards of community engagement, equalities screening of consultations and the creation of new parent pupil forums.

Public Involvement in shaping service delivery is now day to day practice within the NHS. Across NHS Highland, the Health Voices network (a network of local people interested in being involved in healthcare planning and redesign) is actively involved in a range of service change projects at any one time. Patient groups aligned to local services (eg GP practices, maternity services, etc) are also active in shaping service design. In keeping Government guidance, significant service change or redesign involves formal and extensive public consultation exercises.

Efficiency

Meeting efficiency targets will be a priority for all public sector bodies.

The Council has achieved all efficiency targets set to date through an approach which has included: procurement; Customer First programmes; other business process improvement; restructuring; asset management; and exploring shared services. Re-procurement of out-sources IT services will offer further efficiency savings from 2009. The Council is currently taking part in the national shared services programme, focusing initially on internal services. This will report in 2008. The partnership also identified scope for shared services through joint asset management and co-location but was unsuccessful in securing efficient government

funding to proceed.
Similarly, NHS Boards are required to deliver 2% annual recurring savings each year. These savings are to be retained locally for reinvestment, and the Board will be supported by the NHS (Scotland) Efficiency and Productivity Programme. In addition, the national NHS Targets (HEAT targets) reflect a range of efficiency targets in respect of healthcare delivery.

Issues arising from the costs involved in providing effective public services to a dispersed population are include in National Outcome 10.

Workforce management and development

Delivering high quality and responsive public services within budget provision requires workforce management; the right staff with the right skills, supported and rewarded fairly.

For the Council the priority areas include positive working relations with staff and trades unions; the delivery of modernised working conditions and a single status workforce by 2008; and on-going staff development and performance management through the roll out of Personal Development Plans to all staff as a key issue arising from the Employee Survey. The Council has low rates of staff absence through sickness, ranked 3rd best in Scotland for Chief Officers and local government employees (4.8% of working days lost 2006-7) and with a middle placing for absence among teachers (at 3.9% of working days lost 2006-7).

NHS Highland places significant emphasis on staff governance and this is supported by the Agenda for Change framework with its emphasis on supporting staff to evidence the knowledge and skills required for the job by way of personal development plans. By March 2009, all NHS Highland staff covered by Agenda for Change and in post for 6 months or more will have a personal development plan in place. Staff surveys are conducted regularly with localised action plans developed to address the key issues arising from these. Staff sickness is low (4.75%) and there is a target in place to ensure a sickness absence rate of no more than 4% by March 2009.

Work force planning across the public sector in terms of skills development, gaps and shortages is included in National outcome 3.

| Local outcomes | Relevant indicators | Frequency / Type / Source | Baseline (2006-7) | Targets & Timescales |
|---|--|---|-----------------------------|---|
| Local outcome 15.1 Best Value and continuous improvement are demonstrated | Council completes all outstanding improvement actions from the Audit of Best Value and Community | Annual / report for audit / Highland Council (HC CP10.24) | 13 actions outstanding 2007 | Actions completed 2009 Date of next full audit TBC, 2010 |

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| | | Planning and receive positive Best Value audit reports | | | at earliest |
| | | At least maintain the public rating of the Council in maintaining good quality local services | Annual / Public Survey (net % score of those strongly agreeing or agreeing minus those disagreeing or strongly disagreeing) / Highland Council | 40% net score 2007 | At least 40% net score (2010/11) |
| | | At least sustain satisfaction levels with Council services | Annual / Public Survey / Highland Council | 80% very or fairly satisfied 2006-7 | 80%+ (2010/11) |
| | | Continuous improvement in NHS QIS clinical governance and risk management standards | Triannual / NHSQIS review/NHS Highland | score =8 2006/07 | Score of 11 by 2009/10 |
| | Local outcome 15.2 Improved access to public services and take customers views into account | Achieve 85% fulfilment of customer contact dealt with at first point of contact via customer services network. (more calls to be routed through the customer services network as more functions are included) | Quarterly / Customer First programme / Highland Council (HC CP 10.25) | 90.5% 2006-7 | At least 85% (2010/11) |
| | | Ward forums operational and effective | Evaluation report 2008 other indicators from 2008-9/ Highland Council (HC CP 10.3 -10.5) | Evaluation Report 2008-9 | Target to be confirmed (2010/11) |
| | | Improve rating on agreement with the statement that "the Council listens to local people" | Annual / Public Survey (net % score of those strongly agreeing or agreeing minus those disagreeing or strongly disagreeing) / Highland Council (HC CP 10.2) | -2 % 2007 | Positive score 2010-11 |

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| | | Anyone contacting their GP surgery has guaranteed access to a GP, nurse or other healthcare professional within 48 hours | Annual/HEAT/NHSH | 99% September 2007 | 100% June 08 |
| | | All urgent referrals for cancer will receive treatment within two months | Annual/HEAT/NHSH | 95.7% June 2007 | 95% June 2008 |
| | | No patient will wait longer than 15 weeks from GP referral to first outpatient appointment | Annual/absolute number/HEAT/NHSH | 208 April 2008 | Zero March 2009 |
| | | 98% of patients attending A&E will be discharged, admitted or transferred within 4 hours of arrival | Annual/HEAT/NHS | 99% Sept 2007 | Maintain 99% |
| | | Improvement in the quality of healthcare experience | Annual/local sampling as part of national patient experience programme/NHS Highland | To be determined in first round of programme in 2008 | Improvement to be reflected in annual surveys |
| | Local outcome 15.3 Efficiency demonstrated | All efficiency targets met – Highland Council | Annual Efficiency Statement /Highland Council (HC CP 10.30) | £6.52m HC 2006-7 | 2% p.a. to 2010-11 |
| | | NHS Highland to operate within agreed revenue resource limit, operate within capital resource limit, meet cash requirement and meet cash efficiency target | Annual/Report to Board and SG/NHS Highland | NA | 2% annual recurring efficiency savings from 2008-9 |
| | Local outcome 15.4 A workforce which is the right size, | Modernised working | Regular reports to | In progress | Delivered |

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| | skilled, supported and rewarded fairly. | conditions, new pay and grading structure and a single status Council workforce delivered. | Resources Committee / Highland Council (HC CP 10.34) | 2008 | By end of 2009 |
| | | At least maintain or reduce the % Council days lost through staff sickness | Quarterly / SPI CM1/ Highland Council (HC CP 10.31) | 4.8% Chief officers and employees 3.9% teachers (2006/07) | 4.8% or less 3.9% or less (2010/11) |
| | | Increase % of Council staff with a current Personal Development Plan in place | Every 2 years / Staff survey/ Highland Council | 45% 2007 | 60% (2010-11) |
| | | Increase the number of employees who consider the Council to be an above average or one of the best employers | Every 2 years / Staff survey / Highland Council (HC CP 10.35) | 26% 2007 | 40% by 2010 |
| | | NHS staff sickness to be no more than 4% by March 2009 | Annual/Absence Monitoring returns/NHS Highland | 4.75% April 08 | 4% by March 2009 |
| | | All NHS Highland staff in post 6 months + and covered by Agenda for Change to have Personal Development Plan in place by March 2009 | Annual/KSF information system/NHS Highland | 20% April 08(NHS) | 100% March 09(NHS) |
| | | Required Actions / commitment by local partners for these outcomes | <p>During 2008-9 the Council will consider the implementation of the new PSIF model of performance management being developed by the Improvement Service.</p> <p>During 2008-9 the Council will co-ordinate the reporting of performance data for the Single Outcome Agreement as the framework for measuring the effectiveness of the Community Planning Partnership.</p> <p>The standards of community engagement were adopted in the partnership in 2007. Systems to measure and demonstrate their use will be introduced during 2008-9.</p> | | |

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| | | <p>There is scope for ward forums, which provide the opportunity for the public to scrutinise Council performance, discuss potential changes to services and community projects / initiatives, to broaden to become community forums for scrutiny and discussion on all public services locally. This is already in place for community safety with Northern Constabulary.</p> <p>During 2008-9 the approach to public engagement, including the approach to surveys, will be co-ordinated with potential for new approaches to be considered, e.g. citizens panels.</p> |
| | <p>Scottish Government required action / commitment to support delivery of local outcome</p> | <p>The Council welcomes the opportunity to participate in the working group reviewing arrangements for Community Councils. It will move to implement the new model scheme in 2008-9 with Community Councils.</p> <p>The Council also welcomes the opportunity to extend partnership relationships and looks forward to working with the Scottish Government to negotiate performance indicators that reflect the work of the Scottish Ambulance Service, and to develop this work in support of the Council's performance framework.</p> <p>As Council performance frameworks develop, with the support of the Improvement Service, it would be helpful to discuss whether the Government intends to align performance frameworks across the public sector and whether Best Value legislation and regime is to apply across the public sector. If there is to be no streamlining of approaches then even sharing good practice across the public sector could be facilitated.</p> <p>Similarly, it would be helpful to discuss whether the Government is interested in joining up approaches to community engagement across the public sector. While local partners can work to co-ordinate effort, this can be problematic if separate guidance is provided from the Government for different agencies.</p> |

Tackling poverty and the use of the Fairer Scotland Fund in Highland.

The Council and its partners welcome the Government's collaborative approach to tackling poverty and deprivation through discussion events and consultation; the establishment of the Fairer Scotland Fund, which replaces several former separate funding streams; and the recognition that the Single Outcome Agreement can express the improvement expected for people living in poverty.

Given the dispersed settlement pattern in the Highlands, and the dispersed pattern of deprivation, the Council and its partners welcome the Government's support for assisting disadvantaged people **wherever they live** and the policy shift away from focusing assistance on disadvantaged people living in particular areas of multiple deprivation. This means that significantly more people can be supported.

The Council and its partners recognise that to tackle poverty services need to be designed to:

- **Prevent poverty** from arising by supporting economic development of the region, more balanced growth across the region, developing opportunities for employment and learning (particularly further and higher education services in the Highlands) and tackling the underlying causes of poverty associated with inequalities and supporting vulnerable families and people and young people as they make the transition from leaving school.
- Help people **get out of poverty**, largely through supporting them into paid employment, working to increase the lowest incomes and addressing underemployment.
- Recognising that where people are unable to secure employment or better paid employment because of e.g. caring responsibilities, old age or disability, that services work to **alleviate poverty** by improving access and affordability for a range of services and to ensure people receive the support and benefits they are entitled to.

The Single Outcome Agreement includes a range of local outcomes which will work towards reducing poverty in the Highlands. They are:

- 1.1 To grow more local businesses, including social enterprise;
- 1.2 To increase productivity in businesses with growth potential in key sectors;
- 1.3 Balanced population growth across the Highlands;
- 2.1 High levels of economic activity are sustained;
- 2.2 Median earnings increase in Highland;
- 2.3 More balanced economic growth across the Highlands (target transformation to areas of lowest or falling levels of economic activity);
- 3.1 Increase the proportion of school leavers in positive sustained destinations;
- 3.2 Increase the number of young people in training and apprenticeships;
- 3.3 More people able to access opportunities for learning and employment in their communities;
- 3.4 Improved workforce development and workforce planning;
- 4.1 Continue to increase the proportion of pupils at all stages achieving or exceeding the appropriate levels relevant to their stage in reading, writing and maths;
- 4.2 More young people are confident and contribute effectively to their communities;
- 4.3 More young people are supported to take responsibility in their life choices;
- 5.1 Early years services deliver improvement across all developmental indicators;
- 5.2 Effective education services for early years;
- 6.4 People affected by mental ill health receive appropriate care for their needs;
- 7.1 Reducing poverty by supporting more people into sustained employment;
- 7.2 Reducing financial hardship by ensuring more people access services and benefits they are entitled to;
- 7.3 Reducing homelessness and providing responsive services to homeless people;
- 7.4 Reducing health inequalities

- 7.5 Tackling discrimination, promoting equality, participation and good relations;
- 8.1 Children grow up safely;
- 9.2 Reduced problematic alcohol misuse;
- 9.3 Reduced problematic drug misuse;
- 10.1 New development and growth is planned and designed for sustainability;
- 10.2 Increase the supply of housing;
- 10.4 Limit the impact of distance from services in rural and remote communities;
- 11.1 A well supported voluntary sector with sustained high levels of volunteering in the Highlands;
- 11.2 More communities own, manage or have a stake in local assets;
- 11.3 Improved quality of life through community led action and more people feeling connected to their communities.
- 15.2 improved access to public services with customers' views taken into account.

Improvement targets, indicators of progress and new partnership activity are set out for each of the local outcomes. During July 2008 all of the indicators in the Outcome Agreement which relate to making Highland a fairer place (in terms of the prevention, alleviation and getting out of poverty) will be identified separately on the Council's website.

The Fairer Scotland Fund (FSF) is aimed at tackling poverty and deprivation across Scotland. It is to be made available via the Local Authorities to Community Planning Partnerships to enable the partner organisations "to work together to tackle area-based and individual poverty; and to help more people access and sustain employment opportunities. The fund is £1.563m in 2008-9, £1.959m in 2009-10 and £2.354 m in 2010-11.

The Principles set out for the Fund are:

- A clear focus on investment to address the causes of poverty, not its symptoms;
- A strong emphasis placed on making early interventions for vulnerable individuals, families and disadvantaged communities;
- Promotion of joint working between local partners;
- Focused action on improving employability as a key means of tackling poverty;
- Empowering communities and individuals to influence and inform the decisions made by the community planning partnerships.

In Highland the Partnership welcomes the introduction of the fund which will enable a more strategic and sustainable approach to be developed to tackle poverty, rather than the former fragmented and project-based approach. The Partnership will learn from the experience of the former approaches used, which included a combination of area based activity (specific areas, data zones and neighbourhoods) and thematic or individual approaches (e.g. unemployed, young people, working parents). The increasing levels of funding from 2009 onwards will allow the Partners to consider the targeting and balance between these different approaches.

The Partnership has agreed that initially the Fairer Scotland Fund should focus on helping those people who need it most, those furthest away from the labour market and facing a range of barriers into employability. This means assisting people who might be seen as hard to reach and in a Highland context where poverty is spatially dispersed, people who may also be hard to find (in that they are not easily identified or located from national data sources).

The focus is on employability and getting people out of poverty. Consequently, most of the indicators which relate specifically to the use of the Fairer Scotland Fund are found within National Outcome 7 "We have tackled significant inequalities in Scottish society", National Outcome 2 "We realise our full economic potential with more and better employment opportunities for our people" and specifically local outcome 2.3 which deals with targeting assistance to those areas of lowest or falling levels of economic activity, which includes those areas with the highest concentrations of multiple deprivation. In addition National Outcome 3 "we are better educated, more skilled and more successful, renowned for our research and innovation" and in local outcome 3.1 to increase the proportion of school leavers in positive and sustained destinations are relevant, along with local outcome 1.1 relating to social

enterprise and National Outcome 4 on young people. Those indicators reliant on the Fund (up to 12) are highlighted in the Outcome Agreement..

The broader range of activity and improvement targets in the Agreement relating to poverty do demonstrate the extent of mainstreaming the approach to preventing poverty, alleviating poverty as well as helping people to get out of poverty. As the Fairer Scotland Fund moves from being a ring fenced fund to become part of the local authority settlement in 2011, mainstreaming of services for the most disadvantaged should be evidenced.

The Partnership in 2008-9 needs to:

- manage out of some of the initiatives and projects which ran previously;
- continue to run a mixture of area based and thematic approaches to employability;
- begin to extend the coverage of support available – to include in 2008-9 at least some of the areas falling within the 15% most deprived in Scotland according to the 2006 Scottish index of Multiple Deprivation (17 datazones) compared to the 9 datazones previously supported by the Scottish Executive based on the 2004 Index;
- allow for new approaches and new services to be designed;
- consider the role of the public sector not only as a service provider but also as the largest employers in the Highlands;
- enable good practice and innovation in the voluntary sector and social enterprise to improve employability;
- maximise the funding available by e.g. bidding for European funding and any other external funding and complementing Job Centre Plus funds.

Managerially, a cross sector officers groups is established and chaired by the Council with links to local community groups through Council Ward Managers. This group will develop an employability strategy for the Highlands which will:

- be evidenced-based – drawing on a range of information sources to understand the scale, type and location of those with the greatest need and using quantitative and qualitative information. This will include an analysis of equalities in terms of e.g. gender and age. The analysis will be segmented by parents (lone parents and other parents with support needs), young people 16-19 and 16-24 for those the Council has a Corporate Parent responsibility for, ex-Offenders, Incapacity Benefit claimants – people with sensory and physical disabilities and mental health needs, people with general ill health requiring support to retain employment and drug and alcohol misusers.
- set out the range of current approaches and services and appraise their effectiveness to date;
- in collaboration with service providers identify the gaps and generate options for changing services for consultation.

As noted in the early sections of the Outcome Agreement, a review of governance is underway in the Community Planning Partnership. A Joint Board to scrutinise performance will look at the pace of improvement over all the local outcomes. As the recipient of the Fairer Scotland Fund the Council also ensures accountability and scrutiny through its Resources Committee.