



**EAST DUNBARTONSHIRE SINGLE OUTCOME
AGREEMENT – 2008 -2011**

‘Sustainable, thriving and achieving’

June 2008

1.0 FOREWORD– (Leader of Council - Chair of Community Planning Partnership Board and Depute Leader of Council)

As Leader of East Dunbartonshire Council and Chair of the Community Planning Partnership Board and Depute Leader of Council, we are delighted to be given the opportunity to introduce the first Single Outcome Agreement for East Dunbartonshire.

We have strong and successful tradition of partnership working in East Dunbartonshire, which over the years has delivered substantial benefits to all our communities. Through working closely with our community planning partners, there has been widespread regeneration of many of our town centres, we have safer and healthier communities and continue to have a strong record of educational achievement for our children and young people.

However, we have many challenges to address. Recent projections suggest we will have a declining population, which is increasingly ageing whilst the number of children and young people and young adults will fall. These trends will have substantial repercussions for the provision of public services in East Dunbartonshire if they are not addressed, particularly in areas such as health and social care, education and services for children and young people.

Our Single Outcome Agreement sets out how the Council and its community planning partners will develop sustainable, thriving and achieving communities and demonstrate that we are committed to enhancing opportunities and choices for all our people. We need to strengthen our local business base and enhance employability across all our communities whilst continuing to build on our high standards of educational achievement. It is also important that we seek to reduce the significant health inequalities which exist across our communities and develop services which meet the needs of a growing ageing population.

We welcome the opportunity to engage with the Scottish Government through the Single Outcome Agreement to identify ways in which they can work with us to implement our local priorities and improve the quality of life for communities across East Dunbartonshire.

Much work has taken place to develop this Agreement. It sets out what the Council and our partners want to achieve for East Dunbartonshire and what we will deliver for our communities.

We all have a role to play in ensuring that this Single Outcome Agreement is delivered and that we have sustainable, thriving and achieving communities across East Dunbartonshire. Our performance in delivery will be reported regularly to all our local stakeholders and to all households in East Dunbartonshire through our *Edlife* magazine. It will also be reported on the performance zone on our website.

2.0 THE SINGLE OUTCOME AGREEMENT (SOA)

2.1 Purpose of SOA

The Single Outcome Agreement (SOA) framework is a core element of the Concordat agreed between the Scottish Government and COSLA on behalf of local government in November 2008. The Concordat identifies the terms of a new relationship between the Scottish Government, local government and the thirty two Councils, based on the principles of mutual respect and partnership.

It underpins the funding provided to local government covering the period 2008/11 and sets out a national performance framework based around the five strategic objectives of the Scottish Government which are underpinned by fifteen national outcomes, thirty five national performance indicators and a menu of fifty five local performance indicators.

All Councils are required to develop an initial SOA, either unilaterally or with community planning partners for submission to the Scottish Government by 31 March 2008. The SOA must demonstrate how the Council and partners contribute to the delivery of the fifteen national outcomes, prioritised by the Scottish Government.

From 2009/10 onwards, the SOA must be developed with community planning partners. However, as a reflection of the effectiveness of partnership working in East Dunbartonshire, the Community Planning Partnership Board agreed in November 2007, that community planning partners would work with the Council to develop the initial SOA for East Dunbartonshire, a year in advance of the requirement.

The Single Outcome Agreement is an agreement between the Council, its partners and the people of East Dunbartonshire, which highlights the key strategic areas that need to be delivered to improve quality of life in the area.

Within the Single Outcome Agreement, the Council and partners are also required to set out priorities for the strategic deployment of the Fairer Scotland Fund (FSF) which is funded by the Scottish Government. The Fund is aimed at providing support to regenerate local communities, address issues of poverty and overcome barriers to employment. (*see Section 5.4*)

Guidance relevant to the development of Single Outcome Agreements has been prepared by the Local Government Improvement Service in partnership with the Scottish Government, Audit Scotland, COSLA and SOLACE.

2.2 About Our SOA

In accordance with requirements of the Concordat agreed between the Scottish Government and COSLA in November 2008, our initial East Dunbartonshire Single Outcome Agreement sets out how our work at local level in implementing our local priorities contributes to the delivery of the fifteen national outcomes. Given our established tradition of effective partnership working, our Single Outcome Agreement has been developed with all our community planning partners:

- *British Waterways (Scotland)*
- *Cumbernauld College*
- *Dunbartonshire Chamber of Commerce*
- *East Dunbartonshire Community Health Partnership*
- *East Dunbartonshire Community Councils' Liaison Committee*
- *East Dunbartonshire Council for Voluntary Service*
- *Equalities Advisory Group*
- *Jobcentre Plus*
- *Scottish Enterprise*
- *Strathclyde Fire and Rescue*
- *Strathclyde Partnership for Transport*
- *Strathclyde Police*

Our Single Outcome Agreement sets out what we will deliver for our people over the next three years. It demonstrates our commitment to the development of sustainable, communities in East Dunbartonshire and how we will strive to deliver improvements in service delivery which will benefit all our communities. We see the SOA not simply as a short-term response to the challenges facing East Dunbartonshire but as a substantive statement of our longer-term journey in developing a sustainable, thriving and achieving East Dunbartonshire.

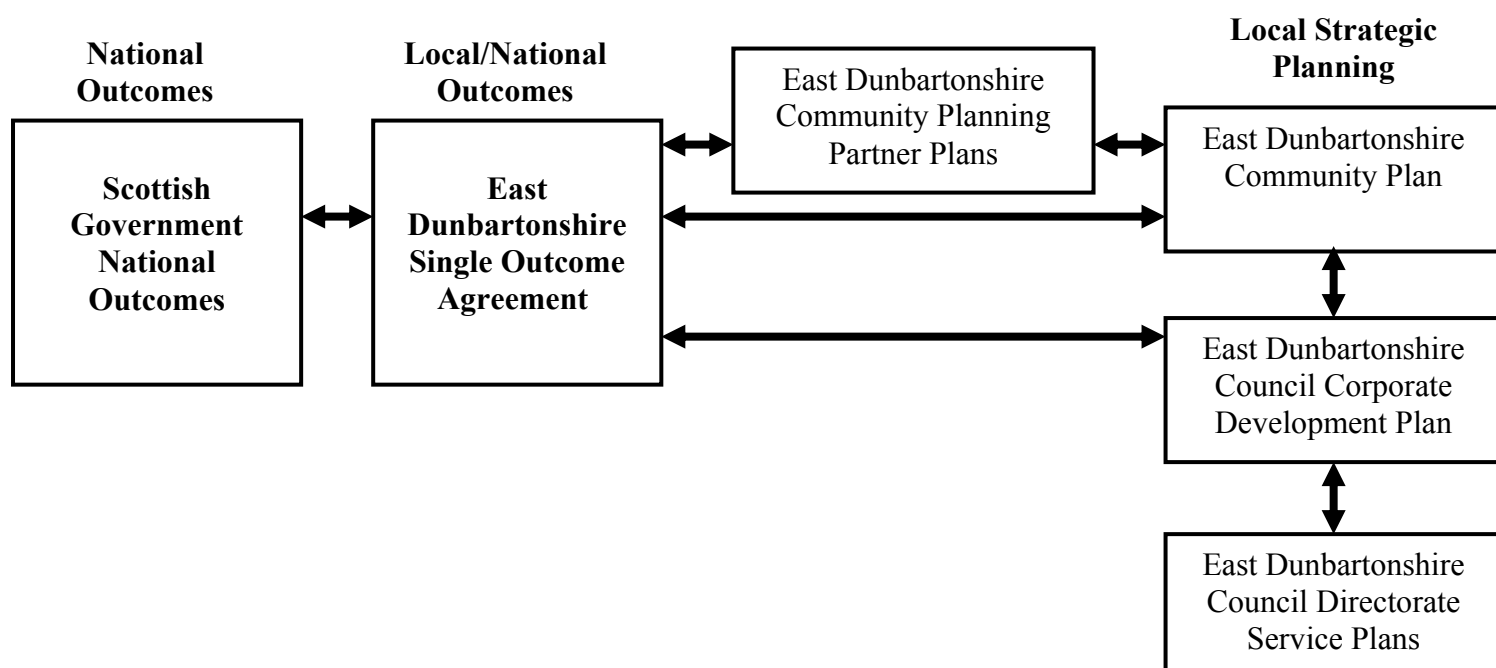
The development of our SOA has been influenced by a range of Council and partner plans, primarily the Community Plan and the Council's new Corporate Development Plan, which is being developed for submission to Council in May 2008.

- *East Dunbartonshire Community Plan – 2006-2011*
- *East Dunbartonshire Corporate Development Plan – 2008-2011*
- *Children's and Young People's Service Plan – 2008-2011*
- *Community Health Partnership Development Plan – 2007-2010*
- *Community Safety Strategy – 2003-2006*
- *CVS Business Plan A Thriving and More Connected Voluntary Sector– 2008-2011*
- *EDC Economic Development Framework – 2007*
- *ED Joint Health Improvement Plan – 2006-09*
- *Joint Community Care Plan – 2007-2010*
- *Strathclyde Fire and Rescue, East and West Dunbartonshire Area Plan, 2007-10*
- *Strathclyde Police, North Glasgow and East Dunbartonshire Force Strategy 2007-2010*

These plans identify the performance of the Council and its partners in delivering areas which are specified within the Concordat. Our SOA sets out our targets for improvements and contributions that will be made through partnership working. The strategic planning model for East Dunbartonshire sets out the relationship between our local strategic plans and the delivery of local and national outcomes. (*see Figure One*)

Figure One

Linking the delivery of local and national outcomes – the strategic planning model for East Dunbartonshire



The SOA sets out our contribution to the delivery of the following fifteen national outcomes which were set out in the Concordat.

- *We live in a Scotland that is the most attractive place for doing business in Europe*
- *We realise our full economic potential with more and better employment opportunities for our people*
- *We are better educated, more skilled and more successful, renowned for our research and innovation*
- *Our young people are successful learners, confident individuals, effective contributors and responsible citizens*
- *Our children have the best start in life and ready to succeed*
- *We live longer, healthier lives*
- *We have tackled the significant inequalities in Scottish society*
- *We have improved the life chances for children, young people and families at risk*
- *We live our lives safe from crime, disorder and danger*
- *We live in well designed, sustainable places where we are able to access the amenities and services we need*
- *We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others*
- *We value and enjoy our built and natural environment and protect it and enhance it for future generations*
- *We take pride in a strong, fair and inclusive identity*

- *We reduce the local and global environmental impact of our consumption and production*
- *Our public services are high quality, continually improving, efficient and responsive to local needs*

2.3 Development In East Dunbartonshire

Our SOA has been developed through the work of the Community Planning Implementation Group, which is chaired by the Chief Executive. The Group comprises representatives from the East Dunbartonshire Community Planning Partnership Board and from our five themed partnerships, which include Council services.

The Community Planning Implementation Group was given a remit to develop an initial draft SOA for submission to the Partnership Board on 26 March and subsequently for consideration by East Dunbartonshire Council on 3 April. A further draft was reported to the Partnership Board on 30 April and a final draft will be approved by the policy and Resources Committee on 5 June. The following work has been undertaken with key local and national stakeholders:

- *Facilitated Workshops chaired by the Chief Executive, and attended by Council services and community planning partners, which prioritised local outcomes and linked contributions to the delivery of the fifteen national outcomes*
- *Two day session with Local Government Improvement Service to consider the guidance relevant to SOA development*
- *Briefing sessions for Elected Members to enable contribution from all five party groupings on the Council*
- *Workshops for Council Corporate Management Team and Heads of Service to contribute to the SOA*
- *Special Meeting of the Community Planning Partnership Board to consider the contents of the SOA prior to its submission to the Scottish Government*
- *Meetings with the relevant Director in the Scottish Government to clarify the requirements of the submission and timescale*

3.0 SCOPE OF THE SINGLE OUTCOME AGREEMENT

The East Dunbartonshire Single Outcome Agreement covers the services delivered by the Council and community planning partners. Clearly, the initial submission is very much an indicative agreement, but one which identifies that we are clear about our local priorities and their contribution to the delivery of national outcomes.

The SOA commits the Council and its partners to implementation of the statutory duties of best value and community planning incorporated within the Local Government in Scotland Act, 2003 and the required best value arrangements relevant to equalities and sustainable development.

3.1 Community Planning

The East Dunbartonshire Single Outcome Agreement has been influenced substantially by the East Dunbartonshire Community Plan and the work of the thematic partnerships. Essentially, the initial SOA is the delivery plan for the Community Plan. It sets out the intermediate outcomes which will be delivered over the next three years and which will contribute to the implementation of the shared vision for East Dunbartonshire and the ultimate outcomes identified in the Community Plan.

3.2 Best Value

The delivery of the outcomes in the SOA and the Community Plan are underpinned by an adherence to best value principles with particular relevance to maintaining a balance between quality and cost in effecting service delivery for our people and their communities. All community planning partners are committed to securing continuous improvement in performance and delivering services as effectively and efficiently as possible.

Through the work of the Community Planning Partnership, there is an ever expanding commitment to partnership working. The process has created a culture of consistently working together and fostering new relationships. It has assisted in identifying opportunities for the pooling and sharing of resources and expertise across partners in service delivery. A detailed schedule of the outcomes and commitments delivered through partnership working is reported in Section Six of the SOA.

Work in developing the SOA has identified further areas where best value principles can be implemented to enhance the development of community planning. These areas will be considered by the Council and Community Planning Partnership Board subsequent to the submission of the SOA to the Scottish Government and are referred to in Section Twelve of the Agreement.

3.3 Equality and Diversity

East Dunbartonshire has a diverse community, with 3.1% (3350) of the population regarding themselves as being from a Black or Minority Ethnic Community according to figures from the 2001 Census. The Indian community is the highest within this group accounting for 43% (1534) of the total BME community. It is estimated that

one in five of the population has a disability, similar to other local authority areas. Most recently there has been evidence of small numbers of EU accession state migrants living and working in the area, but numbers are small compared to other areas in Scotland.

East Dunbartonshire Council and partners are committed to eliminating discrimination and promoting equality of opportunity. The Equality and Diversity Partnership, a successor to the Race Equality Partnership was established in 2006 to assist in mainstreaming equality activities, including the implementation of the Race, Disability and Gender Equality Duties, across the council and community planning partnership.

Involving community planning partner agencies and representatives from local equality groups, the Equality and Diversity Partnership has provided advice and guidance on issues such as impact assessment, and also on local equality issues to the Council and the Community Planning Partnership Board. The Equality and Diversity Partnership is represented on the Community Planning Partnership Board and provides a sounding board for any issues relating to equality and diversity. The level of involvement also helps to ensure that demonstrable commitment to equality and diversity is maintained across the Community Planning Partnership.

Work has recently commenced on developing an improved structure and approach to the implementation of equality issues across the Council and the Community Planning Partnership. This is likely to result in the establishment of an 'Equality and Diversity Advisory Group'. The group will have similar representation to that of the existing Equality and Diversity Partnership but will also subsume the work of the Council's Ethnic Minority Liaison Committee. It is hoped that this will eliminate any existing duplication and will strengthen engagement with key stakeholders and equality groups across East Dunbartonshire.

The EDC Policy Development Framework will assist in ensuring that all new policies, strategies and functions are equality impact assessed, thus ensuring that no policy has an adverse impact on any equality group and that policies actively promote equality of opportunity. We will also carry out equality impact assessments in the delivery of the SOA to ensure that we are continually seeking to promote equality of opportunity and striving to eliminate any discrimination. In developing services we will continue to engage with equality groups to ensure that we continue to be responsive to the needs of our communities.

3.4 Sustainable Development

East Dunbartonshire Council and community planning partners are committed to ensuring that our actions today do not limit our quality of life in the future. This includes a commitment to 'green' issues and also to ensure that the outcomes of social, economic and environmental improvements are sustainable and durable.

The Environment Partnership, a themed Partnership within the Community Planning Partnership structure comprises representatives from the Council, the Scottish Environmental Protection Agency, Scottish Natural Heritage, Greenspace Scotland and local community and voluntary sector organisations. The Partnership has

provided a range of advice and guidance to the Council and the Community Planning Board.

The work of the Environment Partnership has also strengthened the focus on sustainable development across the Council and the Community Planning Partnership. This has resulted in increased activity in a number of areas including work to reduce carbon emissions through the Local Authority Carbon Management Programme; efficiencies in waste management with an ongoing programme of investment in renewable energy installations. In line with the East Dunbartonshire Fair Trade Zone status, work has also increased in promoting purchases of Fairtrade products within local organisations, businesses and schools.

The EDC Policy Development Framework will continue to assist in ensuring that all new policies, strategies and functions demonstrate a contribution to the achievement of sustainable development, enabling a consideration of the social, economic and environmental impacts of activities and decisions both in the shorter and longer term.

The framework will be rolled out across the community Planning Partnership to ensure that the delivery of the SOA also demonstrates contributions to the achievement of sustainable development.

3.5 Community Engagement

Community Engagement is a key principle which underpins the delivery of community planning and best value. Consultation and engagement helps improve the planning and delivery of services in order to ensure that they are responsive to the needs and aspirations of our communities. Our consultation and engagement processes reflect the National Standards for Community Engagement, ensuring that consultation is effective and meaningful for the people involved and for those using the information.

The SOA has been informed by community engagement which has been undertaken by both the Council and community planning partners across East Dunbartonshire. Information has been derived from the results of Citizens' Panel activity, focus groups on specific issues and information from our flagship annual Community Assembly.

We will continue to utilise and to strengthen consultation and engagement structures to assist in delivery of the SOA. Our approach will include engagement with community councils, voluntary sector organisations, youth senate, Equality Advisory Group and local regeneration groups. We will also continue to use our core consultation mechanisms, such as Citizens' Panel surveys and focus groups activity, adapting these where required to ensure continuous improvement in our engagement methods.

4. COMMUNITY PLANNING IN EAST DUNBARTONSHIRE

4.1 Our Vision

We have a strong tradition of partnership working in East Dunbartonshire to deliver improvements for our people. Community planning is providing a new impetus for joint working and acts as a cohesive force in enhancing more co-ordinated working and sharing skills and resources to deliver the vision we set out for East Dunbartonshire in our new Community Plan, covering the period, 2006-2011.

Our vision for East Dunbartonshire is that it will be:

- *An area for achievement, offering a wide range of opportunities and a safe, attractive and healthy environment*
- *An area which is confident and ambitious, able to make and take advantage of opportunities for investment in jobs, enterprise and learning*
- *An area where opportunities are accessible by everyone and which builds on the cultural diversity of our communities*
- *An area which looks to the future, through supporting the potential of our young people and sustaining our environment*
- *An area that plays a significant role in Scottish life, building effective relationships with surrounding areas and continually seeking to improve*

In order to help achieve this vision, the Community Planning Partnership agreed a number of core themes which have been developed through widespread stakeholder consultation. They clearly reflect and identify the priorities of our local communities:

- *Delivering for children and young people*
- *Enhancing learning and enterprise*
- *Improving health and well being*
- *Protecting the environment*
- *Safer communities*

4.2 Governance Arrangements

In order to ensure that these themes are transformed into outcomes which enhance the lives of local people, we established a Partnership Board which provides strategic and political direction for Community Planning and holds the thematic partnerships to account for delivery.

The Board is chaired by the Leader of the Council and comprises the Leaders of the other party groupings on the Council and senior managers from the Council, the local Community Health Partnership, Scottish Enterprise, Strathclyde Police, Strathclyde Fire and Rescue, Strathclyde Partnership for Transport, Cumbernauld College, Dunbartonshire Chamber of Commerce, Job Centre Plus and British Waterways

Scotland together with representatives from the Community Councils' Liaison Committee, Equalities Advisory Group East Dunbartonshire Youth Senate and East Dunbartonshire Council for Voluntary Service.

Figure Two – Community Planning Structure



5.0 ABOUT EAST DUNBARTONSHIRE

5.1 Our Local Context

a) Demographics

East Dunbartonshire lies to the north of Glasgow bounded by the Campsie Fells and the Kilpatrick Hills. It is a strategically significant location for economic, social and environmental development between the city and the gateway to the Highlands through the West Highland Way and eastwards through the Kelvin Valley.

With a population of 105,460, East Dunbartonshire is in the mid-range of Scottish local authorities in terms of population and covers an area of 77 square miles. It comprises an attractive mixture of urban and rural areas and includes the following suburban and rural settlements of Bearsden, Bishopbriggs, Kirkintilloch, Milngavie, Lenzie, Milton of Campsie, Lennoxton, Torrance and Twechar.

During the decade, 1991-2001, the population of East Dunbartonshire remained stable, with only a slight decrease of 1,150 just over one per cent. However, between 2001-06, there was a further decline by 2.5% to a figure of 105,460. There are differing trends across the age bands. The number of children has fallen by 3,000 during this period and the number of young adults (16-44) by over 6,000. In contrast, the number of middle aged adults and older people has risen collectively by 5,400. Recent population projections by the Registrar General for Scotland suggest these trends will continue and that the population of East Dunbartonshire will decline by around 15,000 over the next twenty five years.

Significantly, the number of school age children is expected to fall by a quarter during this period, whilst those aged seventy five and over are expected to rise by a third. Based on these projections, by 2031, a quarter of our population will be over the age of sixty five, and we will work to develop a strategic response to meeting the challenges and demands of our increasingly ageing population. The need to address population decline through developing sustainable communities, maintaining educational achievement, strengthening the local economy, regenerating our town centres and providing more affordable housing are core objectives of our Single Outcome Agreement.

b) Attributes

East Dunbartonshire provides an outstanding natural environment, which is attractive to a wide catchment area. It is a flourishing area, with relatively high levels of home and car ownership. Educational achievement is high, whilst unemployment is substantially lower than in most other areas of Scotland and East Dunbartonshire is one of the safest areas in mainland Scotland in which to live. As a consequence, East Dunbartonshire offers a healthy environment with life expectancy rates for men and women well above the national average.

Our achievements have been recognised throughout Britain. In 2007, a survey undertaken by the *Reader's Digest* based on a range of criteria, including education, community safety, health, the environment, housing and accessibility, identified East

Dunbartonshire as ‘the best place in Britain’ to bring up a family. Similarly, success criteria developed by the Federation of Small Businesses relevant to income, health, education and equality of opportunity, ranked East Dunbartonshire as the best performer of all Scottish Councils in 2007.

Research undertaken by the Commission on Integration and Cohesiveness based on factors such as quality of education provision, health, employment, community safety, the environment, employment and leisure amenities which reported in November 2007, identified East Dunbartonshire as the most cohesive area in mainland Scotland.

There is a strong and successful record of partnership working in East Dunbartonshire. Kirkintilloch’s Initiative is a multi-million regeneration partnership between the Council and NHS Greater Glasgow and Clyde which is regenerating Kirkintilloch, raising civic pride and providing a focal point for improved community facilities, including an integrated health and social care centre and a new arts and cultural centre. Regeneration partnerships are also in place in areas such as Lennoxton, Twechar and Hillhead in Kirkintilloch.

c) Challenges

However, East Dunbartonshire does have areas of social deprivation. From 2004-2006, the Scottish Index of Multiple Deprivation, (SIMD) which presents data relating to employment, income, health, education, training and housing, identified two areas, Hillhead and Twechar, as being within the most deprived fifteen per cent of Scottish datazones.

Our Regeneration Outcome Agreement 2005-08 targeted activity on these two areas and SIMD data for 2006 identifies that Twechar has improved from being in the lowest fifteen per cent to a position of being in the lowest twenty per cent. Nevertheless SIMD 2006 indicates that a substantial gap persists between our prosperous communities and those which face multiple problems including above average levels of worklessness, ill health, fear of crime, poor educational achievement, low income, inadequate housing, poor environment and low levels of confidence.

The areas of Hillhead, Auchinarn, Lennoxton and Twechar remain within the most deprived 25% of Scottish Datazones. Levels of benefits claimants are around three times higher than for East Dunbartonshire, whilst educational attainment is lower with 24% of S5 pupils gaining three or more ‘highers’. These areas also accounted for 12% of deaths amongst those aged under seventy five. In investing the Fairer Scotland Fund a key challenge will therefore be to reduce these inequalities.

5.2 Developing our Priorities

At the core of our SOA, is the need to continue to develop sustainable and thriving communities throughout East Dunbartonshire and demonstrate that we are committed to enhancing opportunities and choices for all our people. We need to support the local business base and address issues of employability whilst continuing to build on our high standards of educational achievement. It is also important that we address the significant health inequalities which exist between sections of our community and

develop services which meet the challenge of an ageing population, whilst shifting the balance of the care to the community rather than in hospital or long-term care settings on line with national priorities.

Our SOA priorities reflect our community planning themes and will assist in delivering our vision for East Dunbartonshire set out in the current Community Plan. They also replicate the political priorities of our Elected Members and will underpin the development of the Council's new Corporate Development Plan, which is currently being prepared for submission to Council in June 2008.

A substantial amount of recent work has been undertaken by the Council and partners to ensure the priorities reflect the needs and wishes of our communities:

- *Datazone analysis of all areas of East Dunbartonshire*
- *Analysis of the findings of recently published East Dunbartonshire community health profiles*
- *Mapping of employability services*

These priorities also reflect the findings from recent community consultation and engagement activity undertaken through the Citizens' Panel surveys on health improvement, community safety and the environment as well as the East Dunbartonshire Household Survey and a Regeneration Survey, which targeted the communities of Twechar and Hillhead. The views of participants who attended the annual Community Assembly in October 2007, have also been included.

5.3 Our Local Priorities

East Dunbartonshire faces a number of challenges which are being addressed by the Council and its partners and are identified as priorities for implementation through our Single Outcome Agreement.

- 1) *Sustainable communities*
- 2) *Developing the local economy – employability*
- 3) *Educational achievement*
- 4) *Health inequalities*
- 5) *Services for older people*

Sustainable Communities

During the decade, 1991-2001, the population of East Dunbartonshire remained stable, with only a slight decrease of 1,150 just over 1%. Between 2001-2006, there was a further decline by 2.5% to a figure of 105,460.

However, recent demographic trends suggest that the population of East Dunbartonshire will decline and age and fall substantially against a background of population growth across Scotland. The most recently published projections indicate that our population will reduce by 15,000 over the next twenty five years to around 90,000. By 2021, almost a quarter of our population will be aged over sixty five, whilst the number of children aged under fifteen is projected to decline from its

current level of 20,440 to a figure of 14,514. Our working age population is also expected to fall from its current figure of 65,000 to a level of 49,000.

These projected outcomes would have substantial repercussions for the provision of public services in East Dunbartonshire, particularly in areas such as health and social care, education and services for children and young people. They need to be addressed by all partners to ensure we can continue to develop sustainable communities.

Affordability is a key issue in retaining young people and families to stay in East Dunbartonshire and to attract young families wishing to migrate to the area due to the outstanding natural environment and high performing schools. Over eighty per cent of properties in East Dunbartonshire are owner occupied and at present, the average property price in East Dunbartonshire is one of the highest in Scotland at £208,000, well above the national average of £140,000.

At present, there is an inadequate supply of affordable housing both in the social rented sector and in the lower end of the private sector market. The 2005 Housing Needs Assessment identified that 251 additional affordable rented houses are required in East Dunbartonshire per year for the period 2005-2010. In addition Professor Glen Bramley in a piece of work for the Scottish Executive, published in June 2004, estimated that East Dunbartonshire recorded the third highest shortfall of affordable housing in Scotland.

Developing the Local Economy

The East Dunbartonshire labour market is a strong performer boasting an employment rate of 85% well above the national average of 75%. Claimants of unemployment related benefits are also low at 10%. There are however areas such as Hillhead, Auchinairn, Lennoxton and Twechar, where unemployment rates are significantly higher at 4.9% - above the national average, 12.4% of people claim income support and 12.5% are in receipt of incapacity benefit or severe disablement allowance.

Addressing the challenge of employability across East Dunbartonshire and particularly in target areas will be a key focus for the investment of the Fairer Scotland Fund alongside mainstream resources.

East Dunbartonshire has been successful in attracting world class organisations including Norwich Union and Celtic and Rangers Football Clubs to locate in the area. However, East Dunbartonshire has just 24 businesses for every 1,000 residents, well below the UK average of 38. Moreover, 97% of these firms employ less than 50 people, signifying that the area has a reliance on small enterprises as well as low proportion of businesses. The strong labour market and skill performance is therefore not complemented by an equally strong business base.

The dual economy of a strong labour market with an under performing business base is due to the proximity of the Glasgow economy. At present, 33,000 East Dunbartonshire residents commute to work, the majority to Glasgow. 60 per cent of these commuters are employed in the top three occupational categories as managers,

professionals and associate professionals. East Dunbartonshire therefore plays a significant role in supporting the wider economy of the West of Scotland economy.

In developing more sustainable communities, there is a need to build an enhanced entrepreneurial culture in East Dunbartonshire, to increase the amount of business done locally and target the persistent pockets of deprivation and long term unemployment. We need to build on our thriving network of social enterprises and our vibrant and safe town centres to increase the opportunities for people to live and work in the area.

Educational Achievement

Education is of crucial importance in ensuring that our young people get off to a good start in the early years and in providing training and support for those in transition from school to work. Our young people hold the key to the future in East Dunbartonshire and have a major role to play in ensuring the development of sustainable communities.

Recent evidence from the integrated HMIE and Care Commission inspections of early years education and childcare in East Dunbartonshire, identify that our young children get off to a flying start. Of the nine inspections undertaken during 2006-07, all pre-five centres scored either very good or good against the HMIE/Care Commission standards criteria.

Educational achievement at secondary schools continues to perform well above the national average. For example, 35% of our pupils achieved three or more 'highers' in 2006-07, in comparison with the Scottish average of 22%/ However, there is widespread variation in performance across our secondary schools with the top performer achieving 53%, whilst one school achieved only 16%.

High achievement levels in local schools and an educated workforce are core 'building blocks' for the development of a more sustainable local economy and enhancing our capacity to benefit from the development of the Glasgow city-region.

Reducing Health Inequalities

East Dunbartonshire is a healthy place to live with people enjoying an increasing life expectancy now almost three years greater than the Scottish average. Deaths from cancer, coronary heart disease and cerebrovascular disease in those aged under seventy five are all below the Scottish average and have all fallen considerably in recent years.

This is also reflected in terms of people's lifestyles and behaviours with only 19% of the population smoking in comparison with 51% across Scotland and only 14% of people exceeding the recommended weekly intake of alcohol. 59% take at least the recommended amount of exercise and 30% consume at least five portions of fruit or vegetables per day. 47% of mothers are breastfeeding at their 6-8 week review 28% above the Scottish average

However this positive picture masks significant inequalities within our communities. For example in Hillhead, Auchinairn, Lennoxton and Twechar, the identified areas of multiple deprivation, life expectancy is at least three years lower, deaths from cancer, coronary heart disease and cerebrovascular disease in the under seventy fives are above the Scottish average.

People living in these areas are also more likely to smoke (47.5%) and to exceed the recommended weekly intake of alcohol (26.9%) Survey evidence also indicates that levels of physical exercise and eating of at least five portions of fruit or vegetables per day are lower than across East Dunbartonshire. In addition we have not yet met the national targets for women in terms of their alcohol consumption and levels of physical activity.

As has already been identified, the changing demography of East Dunbartonshire presents a challenge for the continuing delivery of health services and supporting our older people. East Dunbartonshire has a higher than average incidence of cancer. This is primarily because the disease cancer is more prevalent amongst those aged over seventy five, an increasing proportion of our population.

In working to reduce health inequalities across East Dunbartonshire it is crucial that partners work together to sustain the generally high levels of health enjoyed by people in East Dunbartonshire, targeting interventions on specific areas to improve their health and ensuring that our older people not only live longer but do so free from disease.

Supporting Older People

Between 2001 and 2006 the population of older people living in East Dunbartonshire increased slightly from 20076 to 21782 in contrast to a reduction in the overall population. Older people therefore represent an increasing proportion of the population and recent forecasts suggest that people over the age of sixty five will account for 24% of the population by 2021 and 29% by 2031 with the greatest growth in the number of people aged over seventy five.

This trend has immediate repercussions for the provision of health and social care services in East Dunbartonshire which need to be addressed by all partners. Furthermore, Scottish Government policy seeks to address the balance of care and to promote the concept of older people being cared for at home or in the community rather than in hospital or long term care settings. The Scottish Government measurement of the balance of care is a ratio of all people aged over 65 who receive long-term care compared to those receiving intensive care in their own homes. In East Dunbartonshire, this ratio is 80:20 (2007) compared to a national target of 70:30. by 2008.

The volume of social work services being delivered to older people in East Dunbartonshire is expanding and more effectively targeted. The number of intensive home care packages (10+ hours per week) has increased by 26%. Approximately, 7% of people aged over sixty five receive free personal care with an average spend per customer of £4772, which is higher than the Scottish average. The number of day care places available has also risen by 23%.

While there is evidence of good progress, the development of the SOA presents an opportunity to identify how we plan and develop services to meet the challenge of supporting our older people. The third sector will have a crucial role to play. It already delivers a wide range of services in this area and the level of third sector procurement is likely to grow.

5.4 Fairer Scotland Fund

Background

East Dunbartonshire has received an allocation from the Fairer Scotland Fund (FSF) which amounts to £1.57 million over the next three years. This fund is to be used to galvanise mainstream Council and partner resources to tackle the root causes of poverty and deprivation in the period 2008/11. The Fund incorporates seven former funding streams and therefore represents a reduction in reporting requirements. The fund is ring-fenced for the first two years and from 2010/11 it will be awarded to local authorities as part of their block allocations from the Scottish Government.

Fairer Scotland Fund and the SOA

Our SOA sets out the high level priorities for the strategic deployment of the Fairer Scotland Fund with our outcomes linked to regenerating communities, tackling poverty, and overcoming barriers to employment detailed within the SOA templates.

This approach reflects the existing strength of partnership working within East Dunbartonshire and ensures that our shared priorities are fully integrated within the SOA prior to 2010/11 when the fund will no longer be ring-fenced.

High Level Priorities and Target Areas

The guidance received from the Scottish Government clearly outlines a strategic line of sight for the investment and deployment of the Fairer Scotland Fund. This identifies eight of the fifteen national outcomes and a selection of indicators drawn from the menu of national and local indicators as the most relevant to the purpose of FSF.

On the basis of analysis of the evidence of need the Council and partners have identified four priorities for the deployment of FSF:

- *Employability*
- *Financial Inclusion*
- *Addictions*
- *Early Interventions*

The National Outcomes which are therefore relevant to the investment of FSF in East Dunbartonshire are:

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

- *Our young people are successful learners, confident individuals, effective contributors and responsible citizens.*
- *Our children have the best start in life and are ready to succeed.*
- *We live longer, healthier lives.*
- *We have tackled the significant inequalities in Scottish society.*

In addition the deployment of FSF will focus on Hillhead which has three datazones in the 15% most deprived areas in Scotland and on Auchinairn, Lennoxton and Twechar which have datazones in the 25% most deprived areas.

The links between National Outcomes, Local Outcomes and Relevant Indicators appropriate to FSF are detailed in the main SOA templates.

Community Involvement

Throughout the development and implementation of the Regeneration Outcome Agreement 2005/08 the Council and its partners have sought to involve all sectors of community in the process. In deploying the Fairer Scotland Fund, it is our intention to build on these foundations while taking the opportunity for improvement as outlined in the wider partnership approach to community engagement.

5.5 What has been achieved so far

Partnership working in east Dunbartonshire has a strong track record in delivering outcomes for our people. Primary examples include:

- *Targeted regeneration initiatives in Hillhead and Twechar have reduced unemployment and crime and seen positive changes in terms of the health of local people*
- *Our regeneration initiatives in Kirkintilloch and Lennoxton have provided enhanced community facilities*
- *An integrated approach to learning and enterprise has resulted in a 40% increase in employment in the social economy sector*
- *An enhanced CCTV network has delivered improved safety through deploying community support officers and the implementation of a successful pubwatch scheme.*
- *Support provided to parents and families through our positive parenting programme and increased educational achievement from an already high level of attainment*

6.0 OUTCOMES AND COMMITMENTS

6.1 Our Local Strategic Outcomes – 2008/11

The Single Outcome Agreement (SOA) Template

The Council and community planning partners have identified the challenges which required to be addressed at local level in order to deliver the fifteen national outcomes prioritised by the Scottish Government. This work was undertaken through a series of facilitated workshops for Council services and community planning partners, supported by the undertaking of a rigorous review and analysis of statistics and survey data relevant to East Dunbartonshire. Strategic local outcomes, pertinent to East Dunbartonshire, have been developed in response to these challenges.

The SOA template lists these strategic national and local outcomes, as well as a range of proposed indicators which will be used to measure the progress made towards delivering the outcomes. A local outcome has been incorporated into the template where ‘best fit’ has been identified in relation to a National Outcome. Links to other National Outcomes have been shown where it is recognised that overlap and synergy exists.

In order to ensure that the SOA is developed at a strategic level, a secondary level template will be prepared, which will outline the specific partner actions, commitments and resources as well as any lower level indicators for work with the community planning themed partnerships.

7.0 FREEDOMS AND FLEXIBILITIES

In reflecting the principles of mutual respect and partnership which underpinned the development of the Concordat, a core element of the Single Outcome Agreement process is the opportunity it provides for Councils and Community Planning Partnerships to identify actions and commitments to be considered for implementation by the Scottish Government to support delivery of the local outcomes.

7.1 Strategic Issues for Engagement with Scottish Government

Through development work on the SOA undertaken with a range of local stakeholders, including Elected Members, Council services and community planning partners, a number of areas relevant to freedoms and flexibilities have been identified for discussion with the Scottish Government.

- *Implement in full the findings of the Crerar review of scrutiny and inspection and deliver a unified and proportionate scrutiny model for the Scottish public sector*
- *Increase investment to ensure enhanced provision and coverage of broadband and wireless networks. East Dunbartonshire should be considered as pilot area for wide wireless broadband network*
- *Consider implementing legislation aimed at a reduction of alcohol consumption and support enhanced powers for local Licensing Boards. The Scottish Government should make representation to the Westminster Government to increase the tax on alcohol*
- *Enhance the opportunities for vocational training within the school curriculum and increase expenditure in this area*
- *Resources allocated to local authorities for older people should recognise the growing care requirement falling upon Social Work services and the associated expanding financial burden that has to be funded by local government. In addition, the Scottish Government should increase resources allocated to fund Free Personal and Nursing Care to meet the cost of this policy, as identified in the Audit Scotland review report published in January 2008*
- *Introduce a standard method for measuring childhood obesity beyond primary one*
- *Implement legislation to prevent fast food and burger vans parking within a mile radius of school premises*
- *Introduce legislation to reduce the production of packaging by retailers and manufacturers*

- *Demonstrate longer-term commitment to the development of the Fairer Scotland Fund to ensure services targeted at the disadvantaged are maintained*
- *Ensure the collation of national datasets relevant to the implementation of equalities duties, eg. school attainment broken down by gender, ethnicity, disability etc.*

8.0 GOVERNANCE ARRANGEMENTS

Good governance encourages public trust and participation which enables all partners to improve performance. Effective governance arrangements are crucial in assessing performance and managing risk. Through the work of the Council and the Community Planning Partnership Board, robust arrangements are already in place to enable an effective and regular review of progress in implementation of the SOA.

8.1 Structures for Delivery

The strategic outcomes set out in the East Dunbartonshire SOA require the Council and its partners to continue to work together effectively through the work of the community planning themed partnerships to ensure delivery. Following the last review of community planning undertaken during 2005-06, five themed partnerships were established based around the following themes: (*see Section Four*)

- *Delivering for children and young people*
- *Enhancing learning and enterprise*
- *Improving health and well being*
- *Protecting the environment*
- *Safer communities*

At present, the work of themed partnerships is reported by the designated lead officer to the Community Planning Partnership Board on a six monthly basis with the Partnership Board providing strategic direction for their activities and ensuring that community planning outcomes are delivered effectively.

The arrangements enable effective governance of community planning. They seek to ensure that services are joined up across organisational boundaries through improved co-ordination of partnership working and sharing of good practice. Accountability is strengthened and transparency enhanced through regular scrutiny and reporting of performance. Efficiency and productivity is improved through reducing duplication and sharing resources and processes more effectively.

The strategic outcomes within the SOA will be embedded in the work of the themed partnerships. Work undertaken during the development of the SOA has identified that some reconfiguration of the work of the themed partnerships is required to ensure that we continue to have sustainable, thriving and achieving communities in East Dunbartonshire. Engagement with key local stakeholders will take place subsequent to the submission of the SOA, and a report outlining proposed changes will be incorporated within a Partnership Improvement Plan, which will be submitted to the Council and Community Planning Partnership Board in August 2008.

8.2 Accountability

Building on these robust arrangements, responsibility for delivery of the strategic outcomes will be aligned to the relevant themed partnership. Lead officers within the themed partnerships will have designated responsibility for reporting on progress on implementation of the outcomes to the Partnership Board and Council on a six monthly basis.

There is a need to strengthen the involvement of Elected Members in community planning structures. There is also scope for enhancing the role of the Policy and Performance Panels which have responsibilities for the scrutiny of performance and policy development to review progress relevant to the delivery of the strategic outcomes.

9.0 PERFORMANCE MANAGEMENT

9.1 Performance Management System

Through bringing together all partners to plan and deliver services, community planning has delivered improved and more integrated services. However, there is no point in enhancing joint working unless we are clear about the local outcomes that we want to deliver for our communities across East Dunbartonshire.

The outcomes in the SOA are underpinned by a series of indicators which require to be tracked and performance reported to the Community Planning Partnership Board and East Dunbartonshire Council at least on a six monthly basis. However, further work with Council services and partners through our themed partnerships is required to refine the indicators and set robust targets for delivery.

East Dunbartonshire Council recently purchased the Covalent performance management system to embed the roll out of a comprehensive and corporate performance management framework for services. It enables a more effective tracking and reporting of performance relevant to the implementation of corporate objectives and enhances transparency and accountability in delivery of improvements.

In accordance with best value principles and the need to strengthen the focus of continuous improvement in partnership working, all outstanding SOA performance indicators will be populated within the Covalent performance management system with the aim of establishing a unified corporate performance management framework across community planning structures in East Dunbartonshire.

9.2 Managing Our Performance

All our stakeholders need to know the level of progress in implementing the Single Outcome Agreement. There will be comprehensive reporting of performance to Council, the Corporate Management Team and the Community Planning Partnership Board and through our public performance reporting framework.

At present, the designated lead officers from the themed partnerships report on performance every six months to the Partnership Board through a corporate performance reporting template. This template will be revised to incorporate new indicators developed through the SOA process which will be aligned to the work of the relevant themed partnership. These indicators will be prioritised for reporting.

Similar to the performance management and reporting framework operated by the Council, the lead officer will be required to provide an explanation should the performance target not be met. If necessary, improvement action plans will require to be developed, setting out a revised schedule for implementation.

10.0 RISK MANAGEMENT

Risk Management

10.1 Risk management is a key part of the strategic management for the Council and Community Planning partners. The Council's Risk Management Strategy identifies the potential risks attached to the activities of the organisation and is focussed around corporate and departmental objectives. The Strategy details the processes used to identify, assess, evaluate and manage risks.

10.2 Each risk is assessed for the likelihood and impact of it occurring. The scale for this assessment is detailed below:

<i>Likelihood</i>	<i>Impact</i>
Improbable	Insignificant
Could Happen	Marginal
Even Chance	Serious
Very Likely	Significant
Highly Probable	Catastrophic Failure

10.3 A risk assessment has been carried out for the Single Outcome Agreement and the findings are detailed in the table below. This information will be incorporated into the Corporate Risk Register to ensure that the risks are effectively managed and controlled. It is a requirement of the Risk Management Strategy that all risk registers are updated on a regular basis.

SOA Risk Register

Risk Title	Description	Impact	Likelihood	Internal Controls
Performance Management	Effective performance management processes are not adhered to by the Council or partners	Significant Impact	Could Happen	Continued support to, and engagement with, partners and Councils services. Ensure that the performance management system is used effectively.
National Agenda	National policy or legislation changes affecting aspects of planned service delivery	Marginal	Could Happen	Transition arrangements are put in place
Resources	Resources (including funding, staff and premises) are withdrawn by partners	Significant Impact	Could Happen	Contingency plans are in place to deal with depleted resources
Partner Commitment	One or more partners do not fully commit to delivering the agreed outcomes	Significant Impact	Could Happen	Continued support to, and engagement with, partners at all levels
Partner Organisations	A partner organisation ceases to exist	Significant Impact	Improbable	Continued support to, and engagement with, partners at all levels
Single Outcome Agreement	Failure to deliver agreed outcomes in the Single Outcome Agreement	Catastrophic Failure	Improbable	Effective performance management framework in place. Continued support to, and with, partners and Council services.

11.0 PUBLIC PERFORMANCE REPORTING

The Council has an effective public performance reporting framework in place to provide information that matters to East Dunbartonshire citizens in a format that is easy to understand. The 2006/07 Annual Public Performance Report incorporated information on the work of the Community Planning Partnership and this will be further developed in future reports to include performance in delivery of the Single Outcome Agreement. The Council and Community Planning Partners are committed to improving performance and being open and transparent about the progress being made.

The annual report is distributed to all households in East Dunbartonshire through our Edlife quarterly magazine and is also available on the Council website. Translations, large print, Braille and audio formats are also available on request. Council citizens are consulted on a regular basis to ensure that the report is providing the information that is of most interest and in a format that is most desirable.

12.0 PARTNERSHIP IMPROVEMENT PLAN

As has been identified in Section Eight, work on development of the SOA has identified some issues which required to be addressed by the Council and its partners, including the reconfiguration of community planning structures.

Following consultation and engagement with key stakeholders, a Partnership Improvement Plan will be prepared for submission to Council and the Partnership Board in August 2008. The Improvement Plan will build on the improvement actions identified by the Community Planning Partnership Board following the strategic self assessment undertaken of the work of the East Dunbartonshire Partnership in 2007, based on the evaluation framework developed by Audit Scotland.

13.0 WHO TO CONTACT

For further information regarding the East Dunbartonshire Single Outcome Agreement, please contact :

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