

Single Outcome Agreement 2008-09

between

**Aberdeenshire Council
Aberdeenshire Community Planning Partnership
Scottish Government**

June 2008

Approved by Aberdeenshire Council Policy & Resources Committee on 12 June 2008

SINGLE OUTCOME AGREEMENT – 2008-09

This Single Outcome Agreement for 2008-09 between the Scottish Government and Aberdeenshire Council sets out priorities which will focus the delivery of better outcomes for the people of Aberdeenshire.

It supports the new working relationship based on mutual respect and partnership as set out in the Concordat of November 2007 and offers central and local government the chance to build on existing relationships underpinned by a new level of trust and confidence in the other as a partner.

For Scottish Government

For Aberdeenshire Council

Signed: _____

Signed: _____

Position: Cabinet Secretary for
Finance & Sustainable
Growth

Position: Leader of Aberdeenshire
Council

Date:

Date:

1. Purpose of the Agreement

This is the first single outcome agreement (SOA) between Aberdeenshire Council, the Aberdeenshire Community Planning Partnership and the Scottish Government. It was agreed by the Aberdeenshire community planning partnership board on 4 June 2008 and the council's policy and resources committee on 12 June. The council and the community planning partnership are pleased to respond positively to the Government's initiative to develop SOAs.

The purpose of the SOA is to identify areas for improvement and deliver better outcomes for the people of Aberdeenshire and Scotland through specific commitments made by the council, the Aberdeenshire community planning partnership, and the Scottish Government. It also expresses the joint commitment and mutual accountability of the council, community planning partnership and Scottish Government to the delivery of the agreed outcomes.

The context for this single outcome agreement is the Concordat signed between the Convention of Scottish Local Authorities (COSLA) and the Scottish Government, in particular:

- the acceptance of the Government's fifteen national outcomes as a basis for prioritising local public service outcomes
- the greater local freedom for councils implied by the Concordat
- the reduction in the number of "ring-fenced" grants to councils whose spending is restricted to specific purposes
- the reduction in monitoring and reporting currently required of councils by the Government and its substitution by a single annual report setting out progress and achievements towards the national outcomes and future plans to meet the commitments set out in this agreement
- the new relationship between the Scottish Government and local government, based on mutual respect and partnership.

In accordance with the guidance issued jointly by the Scottish Government, COSLA, the Local Government Improvement Service, SOLACE and Audit Scotland, Aberdeenshire's first SOA is in a formal sense between the council and the Government. But it has been prepared in close association and agreement with all community planning partners in preparation for the formal transfer of responsibility for SOAs in 2009/10 to community planning partnerships. Community planning partners have led in the development of four of the 15 national outcomes. In 2009/10 the roles of partnership and council will be reversed, with the partnership taking overall responsibility and preparing the SOA in close association and agreement with the council and other individual partners. Section 3 below on governance summarises the challenges in this development for the council, community planning partners and the Government.

2. Scope of the Agreement

This agreement covers all Aberdeenshire Council services, including those delivered by or with Government agencies (NDPBs), other agencies, businesses, the third sector and other partners. It also covers the Council's, Scottish Government's, and where appropriate

Community Planning Partners' duties in relation to community planning, best value, equalities and sustainable development.

This SOA builds on stakeholder consultations and community involvement for the [Aberdeenshire community plan](#) and the Council's [Strategic Priorities](#), including:

- consultation undertaken in developing the Aberdeenshire community plan 2006 – 2010
- the community planning partnership's quarterly citizens' panel surveys
- the Council's regular residents' survey
- consultation carried out by individual partners in developing their own key strategies and plans.

In the short time available it has not been possible to undertake stakeholder consultations or involve communities directly in the development of the SOA. This will be done as part of the development of the Aberdeenshire SOA in 2009.

The agreement also builds on a number of approved council and partnership plans and strategies, for example the Aberdeenshire community plan and the council's strategic priorities. In many cases it has been possible to take local outcomes and relevant indicators directly from these plans and strategies, sometimes adding more specific targets. Related key strategies and plans are recorded in the local context section against each national outcome.

3. Governance

The final version of the Aberdeenshire SOA has been formally approved by both the community planning partnership and the Council. As the intent of the SOA is strategic, a similar cycle of monitoring and review will be adopted to that used for the Council's Strategic Priorities. The same monitoring report on the SOA will be submitted to both the Community Planning Partnership Board and Council Policy and Resources Committee every six months. Both these groups meet in public. In a normal yearly cycle, reports will be submitted in September and March (these dates are subject to any future agreement between COSLA and the Scottish Government on the detailed timing of annual reports on SOAs).

Initially at least, the six-monthly report will have a number of characteristics:

- it will include each local outcome described in this SOA
- it will set out the baseline data for each relevant indicator. If there is no baseline data yet it will include a brief statement of when it will be available
- it will state the most recent measure for each indicator. Updated data may not be available for each indicator every six months
- although the aim of the SOA is to influence and improve outcomes, some measures may have to be for "interim" outcomes where an intention or target is longer term
- it will comment on progress towards each outcome. It will highlight where there are problems moving towards an outcome and recommend remedial action for agreement by the Community Planning Partnership or Council as appropriate
- it will monitor the progress of agreed remedial actions in subsequent reports until action is complete
- the March monitoring report will form the basis for the annual review process for the SOA.

Although the March report will represent the main annual review of the agreement, the September report will be used to not only monitor progress but also to make any interim adjustments required to ensure the SOA stays on track. The performance management and public reporting arrangements described in sections 7 and 8 below are also part of the governance of the SOA.

In 2009/10 the SOA will become a formal agreement between the community planning partnership and the Scottish Government. This presents challenges in governance of the SOA for all parties:

- for the Council as lead partner in the community planning partnership, sharing responsibility with others for the governance of services it has previously been solely accountable for
- for other public sector community planning partners, similarly reconciling a new, collective oversight of at least part of their services with their existing governance arrangements
- for community partners, the nature of the authority they can bring to the agreement when they individually represent much wider groupings (3 councils of voluntary service, 12 local rural partnerships, 70 community councils)
- for the Government, ensuring that their requirements of all the public agencies involved are unambiguous and compatible in order that each can play a full part in the SOA.

This SOA has also been developed in the context of the principles of best value, which the Council has been committed to as part of its response to the Local Government in Scotland Act 2003:

- commitment and leadership – as evidenced by the levels of approval given to the SOA both by the Council and the Community Planning Partnership
- responsiveness and consultation – as evidenced in 2. above with a commitment to further consultation before the 2009 SOA is concluded
- sound governance at a strategic, financial and operational level – as evidenced in sections 3., 7., and 8. of this SOA
- sound management of resources – evidenced by the fact that wherever possible, the SOA builds on existing plans and strategies that have been resourced through partners' business planning processes
- use of review and options appraisal – not relevant to the SOA in this first year but will be built into future SOA planning
- competitiveness, trading and the discharge of authority functions – not relevant to the SOA in this first year but will be built into future SOA planning
- a contribution to sustainable development – as evidenced by the local outcomes the Council and its partners will pursue in relation to national outcomes 10. and 14.
- equal opportunities arrangements – all public agency partners meet their statutory equalities requirements and have taken account of them in developing their own plans and strategies that have contributed to the SOA. Consideration will be given to subjecting the 2009 SOA to a multi-equalities impact assessment
- joint working – as evidenced by the community planning partnership's participation in and endorsement of this SOA, and a number of joint working arrangements with neighbouring councils.
- accountability – as evidenced in sections 3., 7., and 8. of this SOA.

The Council and Community Planning Partnership will use the rest of 2008/09 to develop the governance arrangements for future SOAs.

The Scottish Government and the Council will manage the SOA in the light of the Concordat and of the principles of best value.

4. Ongoing Development of the SOA

The development of this first Aberdeenshire SOA has been undertaken by a joint group of senior Council officers and Community Planning Partner representatives:

- Aberdeenshire community councils
- Aberdeenshire Community Health Partnership
- Aberdeenshire councils of voluntary service
- Aberdeenshire local rural partnerships
- Grampian Fire and Rescue Service
- Grampian Police
- Nestrans – the transport partnership for Aberdeen City and Shire
- Scottish Enterprise.

(Communities Scotland was a member of the community planning partnership until end-March 2008 but took no part in the development of this SOA as it was due to be disbanded by the Government)

Individual partners took the lead in developing the commitment to each national outcome and all other partners had the chance to contribute to the definition of all local outcomes.

As section 2 of this SOA notes, it has not been possible in the short time available to undertake stakeholder consultations or involve communities directly in the development of the SOA. This will be done as part of the development of the Aberdeenshire SOA in 2009. An element of consultation and involvement will be undertaken each year to ensure that the SOA continues to reflect the concerns and priorities of the people and communities of Aberdeenshire.

The annual review process based on the end-year review described in section 3 above will ensure that necessary change is accommodated in the SOA and will enable future improvement and development of the agreement.

5. Local Context for the National Indicators

Aberdeenshire is a predominantly rural area in the North East of Scotland. It covers 6,300 sq km, about 8% of Scotland's total land area. Over the last 35 years the population of Aberdeenshire has increased by more than 50% to 239,000, boosted most recently by an estimated 3,000 migrants from Eastern Europe.

Traditionally, the economy has depended on agriculture, fishing and forestry. However, in the last 30 years the oil and gas industry and service sector have broadened the economic base. As a result, Aberdeenshire has the lowest unemployment rate in Scotland.

Most of our residents enjoy a combination of good health and affluence relative to the rest of Scotland although not always in relation to the best in Europe or even the United Kingdom. But there are pockets of social deprivation in Fraserburgh, Peterhead and some rural areas. Many of the strategies and plans this SOA is based on acknowledge that deprivation and

seek to take action to reduce it, for example of joint health improvement plan. In addition, the related outcome agreement for the new Fairer Scotland Fund seeks to improve the co-ordination and effectiveness of the Aberdeenshire community planning partnership and each partner in tackling deprivation and poverty.

The Council has a vision of “Serving Aberdeenshire from mountain to sea – the very best of Scotland” and aspires to be the best council in Scotland serving the best area. Particular challenges for the Council include:

- continuing population growth – with the population projected to increase over the next 20 years and a very significant increase in those over 60 years of age, placing inevitable pressures on a range of services
- asset management – the Council owns over 1,500 properties, including schools, leisure facilities, and offices. A significant proportion need to be refurbished or replaced
- environmental challenges – the Council is committed to becoming a carbon neutral organisation in the short to medium term e.g. by the year 2020
- workforce issues – with low unemployment and high housing costs it is becoming increasingly difficult to attract key workers to the area.

Opportunities include:

- shared services – the chance to reduce back office spending by sharing services with other local authorities and public sector partners, freeing up additional resources for frontline service delivery
- partnership working – the Council successfully delivers key services with its community planning and other partners. There is scope to increase our partnership working, providing further efficiencies and improving our service delivery.
- the new structure plan for Aberdeen City and Shire – the Council is currently working with Aberdeen City Council to develop a new structure plan, to meet the estimated need for an additional 50,000 houses between the two council areas over the next 25 years. The plan will provide opportunities to ensure that sufficient suitable land is allocated for housing, as well as ensuring that new buildings meet higher environmental standards and better energy efficiency.

The Council’s Community Planning Partners share many of these challenges and opportunities and share the vision of “working together for the best quality of life for everyone in Aberdeenshire”

Attached as an appendix to this agreement are the detailed schedules that form its heart. They address each of the Government’s fifteen national outcomes:

1. We live in a Scotland that is the most attractive place for doing business in Europe
2. We realise our full economic potential with more and better employment opportunities for our people
3. We are better educated, more skilled and more successful, renowned for our research and innovation
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens
5. Our children have the best start in life and are ready to succeed
6. We live longer, healthier lives
7. We have tackled the significant inequalities in Scottish society
8. We have improved the life chances for children, young people and families at risk
9. We live our lives safe from crime, disorder and danger
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

12. We value and enjoy our built and natural environment and protect it and enhance it for future generations
13. We take pride in a strong, fair and inclusive national identity
14. We reduce the local and global environmental impact of our consumption and production
15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Each schedule explains the local relevance and priority of the outcome. Some have less priority and fewer local outcomes.

The local outcomes for this first SOA are drawn from a number of sources:

- the Aberdeenshire community plan. This was renewed in 2006 and runs until 2010. It is based on the community planning partnership's vision together with six guiding principles the partnership uses to test what it does – inclusion, accountability, partnership, being evidence-based, sustainability and efficiency. The plan is organised by five themes – community wellbeing, jobs and the economy, lifelong learning, sustainable environment, and developing the partnership. Each theme contains a limited number of objectives and indicators
- the Council's own strategic priorities. This is a statement of the Council's priorities for the life of the current council between elections 2007-2011. It was developed to take account of the Council's political priorities and was agreed by the Council on 22 November 2007. It reflects the Council's own vision and develops the five themes of the community plan. It also adds – corporate improvement. Each theme includes a number of strategic priorities and associated key actions. Outcome measures have been agreed and a baseline report agreed by Council describing the situation for each action
- a range of other partnership and single-agency plans and strategies, for example the community safety strategy and the joint health improvement plan.

As required, the schedule for each national outcome includes a statement of the local context for Aberdeenshire drawing on indicators which are relevant to local priorities, including locally relevant national Indicators and relevant local indicators. The contextual information identifies the local conditions for which improved local outcomes are wanted and performance trends in local conditions.

Where possible, baseline figures are stated. If they are not available steps will be taken to gather data, although it may not always relate to 2006/07.

The schedules describe when we aim to fill any gaps in data.

6. Outcomes and Commitments

The schedules also identify the improved local outcomes which reflect shared priorities and:

- relate these local outcomes to the national outcomes
- identify the desired local outcomes from the Community Plan, Council Strategic Priorities and key plans of the Community Planning Partners
- identify the local outcomes (for 2011) now proposed for agreement between Scottish Government, the Council and the Community Planning Partners
- express the improved local outcomes as proposed targets where appropriate. It has not a
- identify the indicators by which local outcomes will be tracked, including any locally relevant national indicators and local indicators

- identify specific commitments made by the Council, Community Planning Partners and the Scottish Government [a contribution will be required from the Government to complete this part of the schedules], to enable delivery of the local outcomes as shared priorities.

The schedules or the plans they are based on record any significant and known risk assumptions underpinning the delivery of the local outcomes and these commitments. However (see section 7. below) it has not been possible in the time available to subject the schedules to a separate systematic risk analysis.

7. Performance Management

The high-level arrangements for managing the performance of the SOA are described in section 3 above on Governance. In the cases of the Council and the community planning partnership, the September monitoring report will be used to feed any corrective action in terms of budgetary requirements through to the budget-setting process for the next financial year.

At a more detailed level, effective performance management arrangements are either in place where actions flow from existing commitments or will be put in place for new commitments. The situation in Aberdeenshire in relation to each of the examples of such arrangements is as follows.

- *How the financial and business/service planning arrangements and staff performance systems of the Council and community planning partners support the SOA.* The annual cycle of approval and monitoring described in this SOA matches the financial and business/service planning arrangements of the Council in detail and of the community planning partnership in part. The Council's staff performance appraisal system (EDRS – employee development and review system) for senior staff already includes consideration of policies and actions assigned to the manager concerned and local outcomes in the SOA will be added to those policies and actions.
- *The self-assessment and collective assessment arrangements and performance review processes of Scottish Government, the Council and the Community Planning Partners.* The Council uses the EFQM model of annual self-assessment and the SOA will be incorporated as evidence into that self-assessment. The community planning partnership does not yet have a formal system of self-assessment beyond approval of the partnership's annual report.
- *The risk management arrangements underpinning delivery of the SOA.* The last paragraph of section 6 above summarises the extent to which component parts of the SOA have been risk assessed and managed.
- *The nationally agreed arrangements for attributing and addressing the causes of non-delivery of local outcomes.* The Council and Community Planning Partnership will implement local arrangements for attributing and addressing the causes of non-delivery of local outcomes once national agreement on them has been reached between the Scottish Government and COSLA.
- *That a pre-agreed process will apply for resolving disputes and for securing arbitration between the Scottish Government, the Council and Community Planning Partners.* The partnership agreement between Aberdeenshire community planning partners sets out how differences between the partners will be resolved. A process for resolving any disputes about the SOA between the Council and community planning partnership on the one hand and the Government on the other will require national agreement to a common process between Government and COSLA.

The community planning partnership is conscious that each public sector partner has its own way of managing performance and different accountabilities in doing so, including to the Scottish Government. Therefore the performance management of the SOA will be reviewed when it becomes the formal responsibility of the partnership

The community planning partnership is conscious that each public sector partner has its own way of managing performance and different accountabilities in doing so, including to the Scottish Government. In addition, partners who cover more than one local authority area may have the challenge for the first time of considering baseline data and targets at council level for the first time. Therefore the performance management of the SOA will be reviewed before it becomes the formal responsibility of the partnership.

8. Public Reporting

In 2008/09 progress on implementing the Aberdeenshire SOA will be reported in the Council's annual public performance report. Relevant information will also be included in the community planning partnership's annual report for 2008/09. This approach will be reviewed when the SOA becomes the formal responsibility of the community planning partnership.

How Aberdeenshire will help achieve the Scottish Government's National outcomes

A schedule for each of the fifteen national outcomes follows.

Where a local outcome is directly relevant to the Fairer Scotland Fund it is marked *FSF*. The Fairer Scotland Fund is a new Government fund aimed at tackling poverty and deprivation across Scotland. It has been allocated to the Aberdeenshire community planning partnership. A similar but separate set of schedules will be produced for the partnership's strategic deployment of the FSF. Other local outcomes may contribute indirectly to the aim of the FSF.

<p>National Outcome 1: We live in a Scotland that is the most attractive place for doing business in Europe.</p>	<p>Local Context: During 2007 Aberdeenshire Council and its partners undertook extensive consultation and engagement with business leaders in the City Region to identify private sector priorities. The result of this process was the creation of a shared Economic Manifesto which identifies 8 priorities key to ensuring Aberdeen City and Shire remains one of the most attractive places to do business. These priorities in order of importance are: Top of the Quality of Life League Table; Deliver a Fully Integrated Transport Network; Maximise our Intellectual Capital; Deliver City Centre Redevelopment; Anchor the Oil and Gas Industry; Attract and Develop Skilled People; Improve Efficiency of Planning Decision Making; Aberdeen City and Shire as the Location of Choice for Company Headquarters.</p> <p>Related key strategies and plans: Aberdeen City and Shire Economic Manifesto; Nestrans – Regional Transport Strategy; Aberdeenshire Council Local Transport Strategy; Aberdeenshire Towns Partnership; Aberdeenshire Council Economic Development Strategy; Scottish Government Economic Strategy; Structure Plan.</p>
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	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 1.1: Aberdeen City and Shire is ranked top of the Quality of Life league table.	Local indicator 1.1.1 Aberdeenshire offers the best rural quality of life in Scotland	Annual Bank of Scotland Survey	ACSEF quality of life indicator being developed Best quality of life in Scotland 2007 Best quality of rural life in Scotland 2007	Aberdeenshire retains its top position as offering the best rural quality of life in Scotland
	Local Outcome 1.2: Aberdeen City and Shire is the location of choice for company headquarters.	Local indicator 1.2.1 Companies relocating regional operations to Aberdeenshire	Annual Aberdeenshire Council/SE	3 relocations	5 companies per annum relocating regional operation to Aberdeenshire.
	Local Outcome 1.3: A fully integrated transport network.	Local indicator 1.3.1 Increase in the number of rail and bus passengers and the miles travelled	Annual Nestrans	Baseline: See Regional and Local Transport Strategies monitoring report.	To be determined by Regional and Local Transport Strategy monitoring – to be completed Summer 2008
		Local indicator 1.3.2 Car journey times on strategic corridors.	Annual Nestrans	As above.	Maintain or reduce journey times on key strategic corridors between 2007 and 2021.

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
		Local Indicator 1.3.3 The proportion of travel to work journeys by modes other than car driver.	Annual Nestrans	36% of Aberdeenshire residents travel to work by modes other than car driving (05/06)	Reverse the trend towards fewer sustainable travel journeys to maintain at least 30% through to 2021.
		Local Indicator 1.3.4 The percentage of roads requiring road maintenance	National & service indicator (annual)	39% (07/08)	Retain position in top quartile in Scotland
	Local Outcome 1.4: A pro-development approach to planning with a streamlined, fast and efficient decision-making process.	Local indicator 1.4.1 Approval time for major planning applications.	Annual Aberdeenshire Council	24%	80% of major planning applications approved within 4 months
	Local Outcome 1.5: Aberdeenshire is an even more attractive area in which to do business.	Local indicator 1.5.1 Appropriate supply of marketable industrial land (hectares)	Annual Aberdeen City and Aberdeenshire Council	226 hectares available in 2007	Maintain a marketable supply of business and industrial land as stated in the Structure Plan
		Local indicator 1.5.2 Business start up rate based on net business formation in area – VAT registered businesses.	Annual Business Gateway	9,380 (2006)	2.5% increase per annum
	Required Actions/ commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Benchmark Aberdeen City and Shire in terms of quality of life and establish appropriate benchmarks (SE). • Through 'Secured by Design' provide a Police Architectural Liaison Officer during the early development stage of architectural design to advise on crime prevention and achieve a safe, secure working environment (Grampian Police). • Increase the business birth rate (Business Gateway) and provide tailored support to high growth companies (SE). • Deliver Regional and Local Transport Strategies strands on Rail, Road, Bus, Sea, Air, Port, Freight, DRT, Transport Interchange, Walking and Cycling, Travel Plans, Active Travel, Safety and Change Choice Through Incentives & Partnership to improve the choice, efficiency and reliability of transport (people and goods) to/from and within the north east as the transport 			

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
		<p>system influences the competitiveness and perceived quality of life and hence attractiveness of an area. (Aberdeenshire Council and Nestrans).</p> <ul style="list-style-type: none"> Ensure a suitable supply of land for industrial development where needed and encourage relocation to Aberdeenshire through marketing of sites and units. 			
	<p>Scottish government required action/commitment to support delivery of local outcome</p>	<p>Scottish Government to deliver commitments in relation to Trunk Roads (AWPR, Balmedie to Tipperty, Haudagin roundabout) and Rail (Aberdeen to Inverness and Laurencekirk). Other Scottish Government commitments may be requested in these areas in relation to improvements identified by the RTS and the LTS (e.g. A96 Corridor, A90 Corridor and Aberdeen Crossrail including Kintore Station).</p>			

<p>National Outcome 2: We realise our full economic potential with more and better employment opportunities for all our people.</p>	<p>Local Context: Aberdeen City and Shire's industrial structure presents both opportunities and challenges going forward. Providing oil price levels are permissive and investment in technology continues to grow, the UK Continental Shelf will continue to present a viable investment and production location for oil and gas companies. The City Region's growing role as a global centre of excellence for offshore activity will help to boost sustainable growth in the sector in the longer term. There is an opportunity to diversify and grow the importance of the renewable energy and decommissioning opportunities to the economy. Development of the key growth sectors of tourism, food and drink and life sciences will also be important to create a broader base for GVA and employment growth. Like other areas in the UK Aberdeenshire has an ageing population. This is especially challenging when linked with a fall in the 30-44 age group. Coupled with an unemployment rate of 1.2% this creates a skills shortage especially in the energy, construction, food and agricultural industries. Given this, the need to attract and develop talent is as important as creating further employment opportunities.</p> <p>Related key strategies and plans: Aberdeen City and Shire Economic Manifesto; Nestrans – Regional Transport Strategy; Aberdeenshire Council Local Transport Strategy; Aberdeenshire Towns Partnership; Aberdeenshire Council Economic Development Strategy; Scottish Government Economic Strategy; NESTOUR Action Plan.</p>
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	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 2.1: Be known as the location for innovative, energy related technology	Local indicator 2.1.1 Projects in place to showcase advantages of innovative energy technology.	Annual Aberdeenshire Council	4 projects	5 projects per annum
	Local Outcome 2.2: To be the premier visitor destination in Scotland for the discerning leisure and business visitor throughout the year.	Local indicator 2.2.1 To increase tourism revenue in Grampian by 50% by 2015 in line with national strategy.	Annual STEAM Tourism figures	£192.53m in 2004	4% per annum
	Local Outcome 2.3: Be nationally recognised for the self-sufficient and inclusive communities in the area. <i>FSF</i>	Local indicator 2.3.1 Clients transferring from benefits/low pay to improved employment prospects.	Annual/ Aberdeenshire Council	180 transfers	200 per annum
		Local indicator 2.3.2 Number of social enterprises financially assisted.	Annual/ Aberdeenshire Council	6 financially assisted in 06/07	Assist 7 social enterprises a year

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 2.4: People with appropriate skills to meet the future needs of the economy. <i>FSF</i>	Local indicator 2.4.1 Employability strategy developed by Aberdeenshire Council and partners	One off Aberdeenshire Community Planning Partnership	New strategy	Strategy to be drawn up by end 2008/09
	Required Actions/ commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Develop a Masterplan for the Energetica initiative (SE). • Grow the area's key sectors through enterprise, innovation and investment support (SE). • Support development of the tourism proposition in Cairngorms National Park and Banffshire Coast (SE/ACC). • Create a biomass/biofuels industry through partnerships in Aberdeenshire and Europe (ACC). • Work with transport providers to develop opportunities for a public transport system using sustainable fuel (ACC and AC). • Work with businesses and communities in the towns to create jobs to sustain the towns and reduce commuting (AC) • Develop financially self sufficient social enterprises. • Delivery of the Regional and Local Transport Strategies strands on Rail, Road, Bus, Sea, Air, Port, Freight, Travel Plans, Walking and Cycling and Changing Choices Through Incentives & Partnerships to improve access to employment and economic competitiveness and assist in maximising the economic development opportunities. (Aberdeenshire Council and NESTRANS) • Deliver against the Economic Manifesto priorities: anchor the oil and gas industry; attract and develop skilled people • Develop an employability strategy aimed at vulnerable people (Fairer Scotland Fund) • Work in partnership with private and other public and community sector to achieve NESTOUR Action Plan to promote and develop tourism sector • Strengthen City and Shire brand as a marketing tool 			
	Scottish government required action/commitment to support delivery of local outcome				

<p>National Outcome 3: We are better educated, more skilled and more successful, renowned for our research and innovation.</p>	<p>Local Context : Community Planning theme 'Lifelong Learning' - Working and learning together to develop and improve learning opportunities and build stronger communities in Aberdeenshire by improving knowledge and skills, developing confidence, promoting inclusion and empowering communities. Improving achievement for all is a strategic priority for Aberdeenshire Council and a key action in addressing this priority is the Council's commitment to developing and implementing a relevant 21st century curriculum which embodies the principles of "Curriculum for Excellence" and which meets the needs of all learners. The development of GLOW across Aberdeenshire and our national profile with ICT in learning and teaching enhances our capacity to be the best in Scotland. The integrated service approach of Education Learning & Leisure gives our children, young people and communities access to a wide range of support and expertise which enriches opportunities for learning and ensures that Aberdeenshire is well placed to meet the needs of all learners, including those living in relatively disadvantaged areas, and to ensure that the number of young people in need of More Choices, More Chances is reduced to zero.</p> <p>Aberdeenshire Council shares the commitment developed in partnership through the Aberdeen City and Shire Economic Forum to maximise its intellectual capital to support innovation, research and economic development.</p> <p>Related key strategies and plans: Aberdeenshire Community Learning and Development Strategy; Children's Services Plan; Arts and Cultural Strategy; Aberdeenshire Sports and Active Lifestyles Strategy; Challenging Disability; Living Life to the Full - a strategy for the over-50s; Aberdeenshire Council EL&L Service Plan. Aberdeen City & Shire Economic Manifesto; Aberdeenshire Joint Health Improvement Plan</p>
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	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 3.1: Improved attainment and achievement for all.	Local indicator 3.1.1 % of S4 school roll attaining 5+ awards at SCQF Levels 3,4 & 5 by end of S4.	Annual/ statistical/ SG	Level 3 – 93% Level 4 – 84% Level 5 – 40%	Improved to be consistently benchmarked within the top 20% of local authorities for each of the SCQF levels.
Local indicator 3.1.2 Number of adult literacy learners.		Annual/ statistical/local	2557	5% year on year increase to 2009/10	
Local indicator 3.1.3 % Adults reporting that they have achieved all the goals of their independent Learning Plans.		Annual/ statistical/local	43%	5% year on year improvement to 2010/11	

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
		Local indicator 3.1.4 Number of young people achieving youth accreditation (through a variety of awards schemes).	Annual/ statistical/local	127	5% year on year improvement to 2010/11
		Local Indicator 3.1.5 % P1 pupils assessed as achieving "Mastery" in EYES baseline testing.	Annual/ statistical/local	43%	>50% by 2009/10
	Local Outcome 3.2: Educational establishments deliver high quality experiences for learners, which meet their needs and allow them to develop skills, knowledge, and to achieve.	Local Indicator 3.2.1 Proportion of pre-school centres receiving positive inspection reports.	Ongoing/ statistical/HMIE	New indicator	Improving trend
		Local Indicator 3.2.2 Proportion of schools receiving positive inspection reports.	Ongoing/ statistical/HMIE	New indicator	Improving trend
		Local Indicator 3.2.3 % of school leavers going into employment, education or training.	Annual/ statistical/ Careers Scotland	90%	Year on year improvement with aim of close to 100% by 2010/2011
		Local Indicator 3.2.4 % S3-6 pupils involved in vocational partnership experiences leading to national certification.	Annual/ statistical/SG	2.3%	10% by 2010/11
		Local Indicator 3.2.5 The proportion of pupils participating in a Work Experience during their school career.	Annual/ statistical/local	564 pupils in 206-07 (in a single year)	Year on year increases with target of 80% of each cohort by 20011/12
		Local Indicator 3.2.6 Number of pupils in need of More Choice, More Chances.	Annual/ statistical/SG	280	Year on year reductions with aim of zero by 2010/2011
		Local Outcome 3.3: There is a defined, strong intellectual capital base to support our key industries, growth companies, universities and research institutes.	Local Indicator 3.3.1 An audit of the current intellectual asset base is being undertaken by ACSEF, from which a measure/indicator will be identified (Jan 2009)	Source: ACSEF	New indicator

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
					<i>capital assets, innovation networks and commercialisation processes</i> ” by 2013.
	Local Outcome 3.4: Teaching and learning is enhanced by improved communications, collaborations and the availability of digital content provided via GLOW.	Local Indicator 3.4.1: Number of school sites constructed and populated with educational content	Annual/ statistical/local	0	100% by 2008/09
		Local Indicator 3.4.2: Level of activity on school sites	Measure to be further developed once all sites created and populated	baseline will be for 2008/09	Target to be developed once all sites created and populated
	Required Actions/ commitment by local partners for these outcomes	FE Colleges, employees and training providers to work closely with schools to plan, develop, deliver and evaluate provision. Delivery of the actions in support of the Economic Manifesto priority ‘Maximise our Intellectual Capital’. ACSEF to complete audit of intellectual asset base.			
	Scottish government required action/commitment to support delivery of local outcome	Flexibility in funding arrangements to support partnership delivery. In addition, the ability to deliver effective vocational provision through schools/college partnerships is disproportionately constrained by transport costs in a largely rural authority such as Aberdeenshire.			

<p>National Outcome 4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p>	<p>Local Context : Community Planning theme 'Lifelong Learning' - Working and learning together to develop and improve learning opportunities and build stronger communities in Aberdeenshire by improving knowledge and skills, developing confidence, promoting inclusion and empowering communities. Aberdeenshire's overarching outcome within lifelong learning is to ensure that it is the best area with its special environment and diverse culture and that it is the best possible place to live and learn, work and play. This will be delivered through strategic priorities which include a commitment to conduct a major review of the curriculum 3-18, leading to the development and implementation of a relevant 21st century curriculum which embodies the principles of "Curriculum for Excellence" and which meets the needs of all learners. Other strategic priorities within this outcome will be delivered through enhanced community learning and development, and improvement in inclusion and participation targeted at young people.</p> <p>Related key strategies and plans: Aberdeenshire Community Learning and Development Strategy; Children's Services Plan; Arts and Cultural Strategy; Aberdeenshire Sports and Active Lifestyles Strategy; Challenging Disability; Aberdeenshire Joint Health Improvement Plan</p>
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	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 4.1: Aberdeenshire's young people are successful learners, confident individuals, effective contributors and responsible citizens. <i>FSF</i>	Local indicator 4.1.1 % of school leavers going into employment, education or training.	Annual/ statistical/ Careers Scotland	90%	Year on year improvement with aim of close to 100% by 2010/2011
Local indicator 4.1.2 Percentage of children achieving appropriate levels for stages 5-14.		Annual/ statistical/local	P7: Reading 82% Writing 78% Maths 84% S2: Reading 70% Writing 51% Maths 68%	P7: Continue same average rate of increase (04-07) over period 07 -10 S2: Improvement to 75% in all areas by 09/10	
Local indicator 4.1.3 Cumulative attainment in National Qualifications by pupils by the end of S4 in terms of % attaining awards at SCQF levels.		Annual /statistical/SG	5+Lev 5 - 41% 5+ Lev 4 – 84% 5+ Lev 3 – 93% Eng/Math Lev 3 – 94%	Improvement or maintenance to be consistently benchmarked within the top 20% of local authorities for each of the SCQF levels	

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
		Local indicator 4.1.4 Cumulative attainment in National Qualifications by pupils by the end of S5/6 in terms of % attaining awards at SCQF levels.	Annual/ statistical/SG	S5: 5+Lev 6 – 13% 3+ Lev 6 – 27% 1+ Lev 6 – 43% 5+Lev 5 – 53% S6: 1+ Lev 7 – 16% 5+Lev 6 – 23% 3+Lev 6 – 35% 1+ Lev 6 – 49% 5+ Lev 5 – 56% Eng/Maths Lev 3 – 96%	Improvement or maintenance to be consistently benchmarked within the top 20% of local authorities for each of the SCQF levels
		Local indicator 4.1.5 Number of young people achieving youth accreditation (through a variety of awards schemes)	Annual/ statistical/local	127	5% year on year improvement to 2010/11
		Local indicator 4.1.6 Number of schools that have reached commended level for Health Promoting Schools Accreditation	Annual/ statistical/local	39%	Annual increase
		Local Indicator 4.1.7 Number of schools attaining Bronze, Silver and Green awards for Eco School	Annual/ statistical/ Ecoschools Scotland	Bronze – 50% Silver – 33% Green – 9%	Bronze – 100% Silver – 70% Green – 33% by 2010/11
		Required Actions/ commitment by local partners for these outcomes	Continued commitment to partnership working.		
	Scottish government required action/commitment to support delivery of local outcome	Continued support (through Learning & Teaching Scotland and other agencies) for curricular and assessment related activity, as well as the leadership and commitment to see through the implementation of A Curriculum for Excellence to completion.			

<p>National Outcome 5: Our children have the best start in life and are ready to succeed.</p>	<p>Local Context : Community Planning themes 'Lifelong Learning' and 'Community Wellbeing' set out aspirations to improve health and social care services, and to work in partnership to improve learning opportunities and build stronger communities in Aberdeenshire by improving knowledge and skills, developing confidence, promoting inclusion and empowering communities. These aspirations are reflected in Aberdeenshire Council's strategic priorities to deliver services for young people by ensuring that child protection measures are in place to protect vulnerable children, and to improve early years opportunities by enhancing early years provision for children and families. Delivery of health, social care and education, learning and leisure services needs to be addressed in an integrated way, as envisaged in the Aberdeenshire Children's services plan, which sets out objectives for partnership working to deliver services under the themes of children being safe, nurtured, healthy, achieving, active, respected and responsible and included.</p> <p>Related key strategies and plans: Aberdeenshire Community Learning and Development Strategy; Children's Services Plan; Arts and Cultural Strategy; Aberdeenshire Sports and Active Lifestyles Strategy; Challenging Disability; Aberdeenshire Joint Health Improvement Plan.</p>
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	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 5.1: Aberdeenshire's children have the best start in life and are safer. <i>FSF</i>	Local indicator 5.1.1 Number of staff who have undergone appropriate training in child protection procedures.	Ongoing/ statistical/local	932	100% by 2009/10
		Local Indicator 5.1.2 Proportion of QIs from "How well are children and young people protected and their needs met" rated good or better in joint inspection of children's services and social work services conducted by HMle.	Annual/ aggregate of QI evaluations/ HMle	28%	100% by 2010
		Local indicator 5.1.3 Number of child casualties in road accidents.	Service & national indicator (Annual)	10 (1994/98 average)	Reduce by 50% by 2010
		Local Indicator 5.1.4 Proportion of pre-school centres receiving positive inspection reports.	Ongoing/ statistical/HMle	New indicator	Improving trend
	Local Outcome 5.2: Aberdeenshire's children have the best start in life and are nurtured	Local Indicator 5.2.1 The proportion of new-born children exclusively breastfed at 6-8 weeks.	Infant Feeding Audit (NHSG)	26.6%	33.3% 2010/2011
Local Outcome 5.3: Aberdeenshire's children have	Local Indicator 5.3.1 Infant deaths per 1000	Annual/statistical/ GHealth	2.4	Awaiting GH input	

	Local Outcomes	Relevant Indicators	Frequency/Type/Source	Baseline (2006/07)	Local Targets & Timescales
	the best start in life and are healthier	Local Indicator 5.3.2 % of school children in Primary 1 with signs of dental disease.	Children's dental health survey	2005 – 2319 children inspected, 60.8% 2006 – 2647 children inspected, 64.1% 2007 – 1794 children inspected, 60.2% (incomplete survey)	60% of school children in primary 1 will have no signs of dental disease by 2010
		Local Indicator 5.3.3 % of all 3-5 year old children registered with an NHS dentist.	Annual/statistical/NHS Improvement target data	62% (59% June 07)	80% of all three to five year old children to be registered with an NHS dentist by 2010/11
		Local indicator 5.3.4 MMR vaccination uptake rates.	Annually NHS Health Improvement Targets (Local Delivery Plan) & ISD data	93%	95% uptake (ongoing target)
		Local indicator 5.3.5 Number of Healthy Weight Interventions.	Annually NHS Health Improvement Targets	New programme and measure	Achieve agreed completion rates for child healthy weight intervention programme by 2010/11.
		Local indicator 5.3.6 Proportion and number of obese children in primary.	Annually from ISD data	8.5% who were obese and 4.3% who were severely obese	Improving trend
	Local Outcome 5.4: Aberdeenshire's children have	Local indicator 5.4.1 The proportion of pre-school centres receiving positive inspection reports.	Ongoing/statistical/HMIe	New indicator	Improving trend

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	the best start in life and are achieving through improving pre school provision	Local Indicator 5.4.2 % Pre school establishments where children benefit from access to a qualified teacher.	Annual staffing return	45%	100% by 2010/11
		Local Indicator 5.4.3 Average no. hours per week pre school provision provided for each child.	Annual/statistical/local	12.5	15 by 2010/11
	Local Outcome 5.5: Aberdeenshire's children have the best start in life and are more active	Local Indicator 5.5.1 Numbers and percentage of children walking or cycling to school - measure to be sourced.	Annual/statistical/SHS	46%	50% by 2010
	Required Actions/ commitment by local partners for these outcomes	Delivery of Regional and Local Transport Strategies on Bus, Walking and Cycling, Active Travel. Delivery of Regional and Local Transport Strategies strands on Promoting Active Travel, Improving Safety, Walking and Cycling and Using Enforcement (Aberdeenshire Council and Nestrans)			
	Scottish government required action/commitment to support delivery of local outcome	The ability of families and children to benefit from pre-school provision would be significantly enhanced by support for transport to the pre-school establishment in a largely rural authority such as Aberdeenshire.			

National Outcome 6: We live longer, healthier lives.

Local Context : Aberdeenshire covers a large geographical area, is the 4th largest Local Authority area in Scotland and has more people living in rural areas than anywhere else in Scotland. The picture is one of an ageing population. By 2014, the projected increase in the 65 + population is 40%, the highest in Scotland. Currently the population has a higher proportion of younger age groups than the rest of Scotland. Increasing numbers of migrant workers and their families are settling in Aberdeenshire and are employed in a variety of industries, and this too has to be considered in service planning and provision.

Compared with the rest of Scotland Aberdeenshire is a prosperous area with low levels of unemployment, low rates of crime, high rates of educational attainment and an overall high quality of life with a good record of health. However this is not uniform for the whole of Aberdeenshire and specific areas of deprivation exist. Some areas in North Aberdeenshire fall within the 5%, and 15% most deprived in Scotland. These areas tend to have relatively high rates of unemployment, crime, teenage pregnancy, lower average house prices, lower rates of young people going into higher education and lower education attainment. The Traffic Lights Tool (www.nhsgrampian.org) based on National Community Profiles shows that the areas of greatest health inequality are in north and central Aberdeenshire. Some rural areas also score poorly on “access to services” including parts of Marr, Formartine and Kincardine and Mearns.

The Community Health Partnership, through its Change and Innovation Plan, has a priority focus on planning service provision for the ageing population and increasing access to diagnostic and treatment services in the community as well as redesign of maternity services.

Recent work towards the development of the Aberdeenshire Joint Health Improvement Plan (JHIP) 2007 – 2010, has considered the health status of Aberdeenshire and its communities. The overarching priority is addressing inequalities in health in the identified geographical areas of deprivation, in the most vulnerable communities and in those facing rural deprivation and poor access. Further key identified priorities are mental health and wellbeing, tobacco use and effects of alcohol on individuals and communities. A focus for the future will be further developing anticipatory care and empowering individuals and communities to improve and sustain their health – especially in the identified disadvantaged communities. The Aberdeenshire JHIP (www.hi-netgrampian.org) contains further background information. An extensive capacity building programme is planned. An emphasis will be placed on further considering ways to identify and define the rural deprivation issues through work related to FSF development of a Community Planning Partnership inequalities strategy.

Related key strategies and plans: Grampian Health Plan; Aberdeenshire Joint Health Improvement Plan; Joint Community Care Plan; Carers Strategy; Aberdeenshire Housing Strategy; Health and Homelessness Strategy; Joint Futures; Children's Services Plan; Aberdeenshire Community Safety Partnership Strategy; Aberdeenshire Antisocial Behaviour Strategy; Sport 21; Aberdeenshire Sports and Active Lifestyles Strategy; Nestrans – Regional Transport Strategy; Aberdeenshire's Integrated Strategy for PE & Sport; Grampian Police Strategic Plan

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 6.1: People in Aberdeenshire, especially those in disadvantaged communities, have improved health and wellbeing, and are empowered to sustain their health. (Aberdeenshire JHIP) FSF	Local Indicator 6.1.1 Mortality from CHD among under 75s in deprived areas.	Monitored within NHS Grampian	88.8 (Grampian figure)	Reduce mortality from Coronary Heart Disease among the under 75s in deprived areas.
		Local Indicator 6.1.2 % of population successfully quitting smoking (at one month).	NHS Grampian SAS data	773 (Grampian – 2006)	2707 for Grampian by 2008. Support 8% of Board population in successfully quitting (at one month post quit) from 08/09 – 2010/11
		Local Indicator 6.1.3 Proportion of new-born children exclusively breastfed at 6-8 weeks (H7) (see local indicator 5.2.1)	See local indicator 5.2.1	See local indicator 5.2.1	See local indicator 5.2.1
		Local Indicator 6.1.4 Pregnancies among under 16 per 1000 population	Information Services Division, NHS Scotland	2005 – 5.6% provisional data to be confirmed by NHS Grampian Health Intelligence	Reduce by 20% the pregnancy rate per 1000 population in under 16 yr olds to 4.6% by 2010.
		Local Indicator 6.1.5 Reduce inequalities in rate of smoking during pregnancy	NHS Grampian Scottish Morbidity Ratio (SMR)	2004/5 11.5% affluent Q1 49.4% Q5	Target to be confirmed by NHS Grampian Health Intelligence
		Local indicator 6.1.6 The proportion of children with their BMI outwith a healthy range.	Information Services Division, NHS Scotland	Baseline and data collection to be confirmed by NHS Grampian Health Intelligence	Reduce rate of increase in proportion of children with BMI outwith health range. Initial target to achieve 2040 health weight interventions by 2010/11

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 6.2: People in Aberdeenshire have improved mental wellbeing and frontline staff in mental health and related services are trained in suicide prevention. (see target)	Local Indicator 6.2.1 Suicide rate.	General Register of Scotland (GROS) 2004	2002 – 2004 14.3 per 100,000	Reduce suicide rate between 2002 and 2013 by 20%, supported by 50% of key frontline staff in mental health and substance misuse services, primary care, and accident and emergency being educated and trained in using suicide assessment tools/ suicide prevention training programmes by 2010.
		Local Indicator 6.2.2 The average score of adults on the Warwick-Edinburgh mental wellbeing scale (WEMWBS).	Developmental measure – carried out in Citizens Panel (2007)	Baseline from Citizens panel to be confirmed.	Increase average score of adults on the WEMWBS by 2011. To extend use of WEMWBS in other surveys across Aberdeenshire as baseline.
		Local Indicator 6.2.4 No. of reported incidents of domestic abuse	Quarterly - Grampian Police Tactical Assessments.	451	Reduction against 3 Year average baseline to be confirmed
		Local Indicator 6.2.5 No. of screenings and alcohol brief intervention, in line with SIGN 74.	New service being introduced	Introduction of new screening service.	3000 screenings by 2010/11 using the appropriate screening tool and appropriate alcohol brief interventions in line with SIGN 74.

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 6.3: People who require health and community care services are enabled to sustain and improve their health, manage their long-term condition, cope with disability and to live as independently as possible.	Local Indicator 6.3.1 No. of people 65+ admitted as an emergency twice or more to acute specialties, per 100,000 population	Community Care National Outcome Framework measures	Baseline 04/05 – 20% reduction Baseline = 1211	20% reduction by 08/09
		Local Indicator 6.3.2 No. of people 65+ admitted twice or more as an emergency who have not had an assessment, per 100,000 population.	Community Care National Outcome Framework measures	Information Service Division NHS Scotland to provide April – June 2007 information	Target to be agreed
		Local Indicator 6.3.3 No. of patients waiting more than 6 weeks, or in short stay settings for discharge to appropriate setting – none by 2008. For people in specialty beds – no delayed discharges.	Community Care National Outcome Framework measures	Baseline 07 – 50% reduction, 08 - zero	No delayed discharges over 6 weeks and no one delayed in an acute setting
		Local Indicator 6.3.4 No. of emergency bed days in acute specialties for people 65+ per 100,000 population.	Community Care National Outcome Framework measures	Base line 04/05 to be confirmed.	10% reduction by 2008
		Local Indicator 6.3.5 Establishment of Community Care National Outcome Framework measures across Aberdeenshire.	Community Care National Outcome Framework	New framework baselines to be established.	New framework – establish/agree targets by 2010
		Local Indicator 6.3.6 Shift in Balance of Care from Institutional to “home based care”	Community Care National Outcome Framework measures	New target	Achieve a yearly 2% shift

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
		Local Indicator 6.3.7 % of people 65+ with intensive needs receiving care at home	Community Care National Outcome Framework measures	New measure	2008/09 – 30% get care at home
		Local Indicator 6.3.8 The use of antidepressants – annual rate of increase of defined daily dosage per capita.	HEAT Target, Local NHS Grampian data	26.8 Grampian data at June 2007	Reduce the use of antidepressants – reduce annual rate of increase of defined daily dose per capita of antidepressants to zero by 2009/ 2010 and plan for future 10% reduction of use
		Local Indicator 6.3.9 Reduce psychiatric hospital readmission rates – for patients who within one year have an admission over seven days reduce number by 10% by Dec 09.	NHS Grampian Scottish Morbidity Ratio (SMR)	Baseline data to be confirmed by NHS Grampian Health Intelligence	Target to be confirmed by NHS Grampian Health Intelligence
		Local Indicator 6.3.10 Improve early diagnosis/mgt of dementia by 2011	Data source to be confirmed	Baseline data to be confirmed	Agreed targets to be confirmed
	Required action/commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Delivery of Regional and Local Transport Strategies with emphasis on Walking and Cycling, Promoting Active Travel, Improving Safety, and expanding DRT (Aberdeenshire Council and Nestrans); • Deliver of the Regional Transport Strategy Health and Transport Action Plan in partnership between NHS Grampian, Nestrans, Aberdeen City Council and Aberdeenshire Council • Contributory actions from partners towards reducing inequalities; • Action from all partners to improve and monitor mental wellbeing in line with “Towards a Mentally Flourishing Scotland” including recognition of the contributory support from leisure / recreation / use of outdoors; • Action from all partners to provide supportive environment towards achieving healthy weight in the population; • Support of all partners towards reducing the effects of alcohol in individuals and communities. 			

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Scottish government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none"> Supportive action towards reducing effects of excessive use of alcohol in communities. 			

<p>National Outcome 7: We have tackled the significant inequalities in Scottish society.</p>	<p>Local Context: Aberdeenshire is the 2nd least deprived area in Scotland according to SIMD in 2006. Aberdeenshire has a population of 233,000, which is forecast to increase by 2014 to 253,596. Within this total, the picture is one of an ageing population. By 2014, the projected increase in the 65 + population is 40%, the highest in Scotland. By 2024 the projected increase in the 65+ population from a 2004 baseline is 87%. Currently the population has a higher proportion of younger age groups than the rest of Scotland. Increasing numbers of migrant workers and their families are settling in Aberdeenshire making up about 7% of the population. Rurality is an issue with Aberdeenshire having more people living in rural areas than anywhere else in Scotland. Housing need is also a significant issue with around 7,000 households on the Council's waiting list and house prices continuing to rise at above the national average.</p> <p>For the most part, Aberdeenshire is a prosperous area with low levels of unemployment, low rates of crime, high rates of educational attainment and an overall high quality of life with a good record of health compared with the rest of Scotland. However this is not uniform for the whole of Aberdeenshire and specific areas of deprivation exist. Some areas in North Aberdeenshire fall within the 5%, and 15% most deprived in Scotland. These areas tend to have relatively high rates of unemployment, crime and teenage pregnancy, lower average house prices, lower rates of young people going into higher education and lower education attainment.</p> <p>Related key strategies and plans: Grampian Health Plan; Aberdeenshire Joint Health Improvement Plan; Aberdeenshire Local Housing Strategy; Health and Homelessness Strategy; Joint Futures; Children's Services Plan; Aberdeenshire Community Safety Partnership Strategy; Aberdeenshire Antisocial Behaviour Strategy; Sport 21; Aberdeenshire Sports and Active Lifestyles Strategy; Northern Community Justice Authority Area Plan; Criminal Justice Social Work Local Plan; Aberdeenshire Alcohol & Drugs Action Team Strategic Plan; Grampian Police Strategy; Community Learning & Development Strategy.</p>
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	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 7.1: Vulnerable people are well looked after <i>FSF</i>	Local indicator 7.1.1 % of people aged 65+ with high levels of care needs who are cared for at home	Monthly/ Statistical/ Aberdeenshire Council	17.5% (Home Care clients receiving 10+ hours – actuals not planned)	Year on year increase
		Local indicator 7.1.2 % of care services provided within agreed timescale.	Monthly/ Statistical/ Aberdeenshire Council	97.8%	Year on year increase
		Local indicator 7.1.3 % of assessments undertaken within agreed timescales – care management reviews.	Monthly/ Statistical/ Aberdeenshire Council	82.6%	Year on year increase

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 7.2: Improved quality of life in the most deprived communities of Aberdeenshire. <i>FSF</i>	Local Indicator 7.2.1 Cancer mortality (SMR) in under 75 yrs by quintile	General Register Office (GRO) death data	Baseline to be confirmed by NHS Grampian Health Intelligence	Target to be confirmed by NHS Grampian Health Intelligence
		Local Indicator 7.2.2 Indicator 16: Increase healthy life expectancy at birth in the most deprived areas	To be confirmed by NHS Grampian Health Intelligence	Baseline to be confirmed by NHS Grampian Health Intelligence	Target to be confirmed by NHS Grampian Health Intelligence
		Local Indicator 7.2.3 Reduce inequalities in rate of smoking during pregnancy.	See 6.1.5	see 6.1.5	see 6.1.5
		Local Indicator 7.2.4 Mortality from CHD among under 75s in deprived areas.	See 6.1.1	See 6.1.1	See 6.1.1
		Local Indicator 7.2.5 % of school children in Primary 1 with signs of dental disease.	See 5.3.2	See 5.3.2	See 5.3.2
		Local Indicator 7.2.6 The use of antidepressants – annual rate of increase of defined daily dosage per capita.	See 6.3.17	See 6.3.17	See 6.3.17
		Local indicator 7.2.7 Decrease the proportion of individuals living in poverty	See 11.2.1	See 11.2.1	See 11.2.1
	Local Outcome 7.3: People will have improved access to good quality affordable housing <i>FSF</i>	Local indicator 7.3.1 All unintentionally homeless households will be entitled to settled accommodation by 2012.	Monthly/ Aberdeenshire Council	33% of all relets to Homeless	Target reached by 2012
		Local indicator 7.3.2 % of local authority housing relets offered to new tenants within less than 10 working days.	Monthly/ Aberdeenshire Council	83.9%	Year on year increase
		Local indicator 7.3.3 To provide minimum of 350 new affordable homes each year.	Monthly/ Aberdeenshire Council	108	350 per year to be developed

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 7.4: Improved educational attainment of pupils living in the most deprived areas of Aberdeenshire.	Local indicator 7.4.1 The gap between the average tariff score by the end of S4 of pupils living in data zones within the 15% most deprived areas of Scotland by SIMD, and the average Aberdeenshire tariff score	Annual/ Statistical/ SNS	60	Reduction in the gap to 40 tariff scale points by 2010/2011
	Local Outcome 7.5: Improved access to services and community facilities for all.	Local Indicator 7.5.1 Number of attendances at Aberdeenshire Council run facilities (leisure facilities, libraries and museums)	CIPFA data/Annual	2,313,585	2007/08: 2,327,603 2008/09: 2,383,000
	Required Actions/ commitment by local partners for these outcomes.	<ul style="list-style-type: none"> Continued commitment to partnership working through the Community Health Partnership, Community Planning partnership, and the Local Housing Strategy, commitments relating to BUS, DRT, Travel Plans Development of local regeneration strategy Delivery of Regional and Local Transport Strategies. Implementation of asset management for public buildings. 			
	Scottish Government required action/commitment to support delivery of local outcome.	<ul style="list-style-type: none"> Reflect demographic pressures linked to future Spending Reviews. Clarify national approach to regeneration. Implement outcomes from the "Firm Foundations" Discussion paper. 			

<p>National Outcome 8: We have improved the life chances for children, young people and families at risk.</p>	<p>Local Context: Every child in Aberdeenshire will be valued and helped to realise their potential. Children and young people will be supported to be safe, healthy, active, nurtured, achieving, respected, responsible and included. Unlike the position nationally, the number of children in Aberdeenshire is projected to rise, and the demand for services is accordingly anticipated to increase. There is a good partnership working ethos in Aberdeenshire and services are being targeted to reflect the increasing pressure on children's services - particularly focused on those at risk. The rurality of Aberdeenshire also clearly impacts on the ability to provide equitable access to services compared to other areas.</p> <p>Related key strategies and plans: Grampian Health Plan; Aberdeenshire Joint Health Improvement Plan; Aberdeenshire Local Housing Strategy; Health and Homelessness Strategy; Joint Futures; Children's Services Plan; Aberdeenshire Community Safety Partnership Strategy; Aberdeenshire Antisocial Behaviour Strategy; Sport 21; Aberdeenshire Sports and Active Lifestyles Strategy; Northern Community Justice Authority Area Plan; Criminal Justice Social Work Local Plan; Aberdeenshire Alcohol & Drugs Action Team Strategic Plan; Grampian Policy Child Protection Priority Action Plan.</p>
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	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 8.1: Children are protected from emotional, physical and sexual abuse and neglect. <i>FSF</i>	Local Indicator 8.1.1 % of child protection referrals which are investigated where registration is not required but services are provided	Monthly/ Aberdeenshire Council	45%	Target to be confirmed
		Local Indicator 8.1.2 % of reports to the Children's Reporter submitted within timescale which is 25 days for initial SBR and 20 days for all other	Monthly/ Aberdeenshire Council	44.9%	Year on year increase
		Local Indicator 8.1.3 % of children with fewer than 3 placements during current period looked after	Monthly/ Aberdeenshire Council	72.5%	Target to be confirmed
	Local Outcome 8.2: Better life chances for looked after children. <i>FSF</i>	Local Indicator 8.2.1 Increase in number of looked after and cared for children having a medical assessment.	Statistical/	Baseline to be confirmed by NHS Grampian Health Intelligence	Target to be confirmed by NHS Grampian Health Intelligence
		Local Indicator 8.2.2 Increase in educational achievement for looked after and care for children.	Monthly/ Aberdeenshire Council	67.9% (at least 1 SCQF level 3) or 46.4% (SCQF level 3 in English and Maths)	Year on year increase

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
		Local Indicator 8.2.3 Rate of teenage pregnancy within looked after and cared for children	Monthly/ Aberdeenshire Council	Baseline to be confirmed	Target to be confirmed
		Local indicator 8.2.4 % of young people previously looked after or cared for who are engaged in education/training/employment at 18/19 (who had been looked after/accommodated at 16/17)	Monthly/ Aberdeenshire Council	33.3%	Year on year increase
	Local Outcome 8.3: Children to get help they need when they need it.	Local indicator 8.3.1 The number of children and young people who have an integrated assessment and plan to meet their needs when required.	Monthly/ Aberdeenshire Council	Baseline to be confirmed	Target to be confirmed
		Local indicator 8.3.2 % of children/families offered/provided with a service (which can include assessment) within 28 days of referral	Monthly/ Aberdeenshire Council	93.8%	Year on year increase
		Local indicator 8.3.3 % of children/families with specific disability or health needs offered/provided with a service (which can include assessment) within 28 days of referral	Monthly/ Aberdeenshire Council	88.9%	Year on year increase
	Required Actions/commitment by local partners for these outcomes	Working in an integrated manner to improve outcomes for children in Aberdeenshire using GIRFEC/Aberdeenshire's Integrated Children's Services Plan as the basis. Continued support to families through the childcare partnership, early years strategy, parental involvement strategy, CLD strategy and Working For Families initiative.			
	Scottish government required action/commitment to support delivery of local outcome				

National Outcome 9:
We live our lives safe from crime, disorder and danger.

Local Context: The Community Planning theme of 'Community WellBeing', more specifically the Aberdeenshire Community Safety Strategy - The Aberdeenshire Community Safety Partnership has been working together for some years to address issues and deliver services that help the residents of Aberdeenshire to build, safe, inclusive, healthy, vibrant and economically attractive communities.

The Partnership comprises representatives from the Local Authority, Police Service, Fire and Rescue Service, NHS Grampian, Scottish Ambulance Service, Maritime and Coastguard Agency, Voluntary Services and the Procurator Fiscal Service and most importantly community representatives. In addition to theme groups, the Partnership has developed seven Local Community Safety Groups led by locally based partners and residents who are encouraged to fund and assist in delivering upon various initiatives run throughout each year.

The Partnership has also carried out three Community Safety Audits and regularly consulted with the public and elected officials whilst developing action plans and strategies to improve community safety. As a result of the aforementioned audits and consultation, the Partnership has determined its current priorities to be vandalism, road safety for young drivers, and problems arising from substance misuse. The issues of Anti Social Behaviour within Aberdeenshire are co-ordinated through well established ASB Working and T&CG Groups, these again working to a strategy developed following audit and consultation.

Scottish Government assessment in respect of Community Safety and Anti Social Behaviour has deemed Aberdeenshire to be among the safest Local Authority areas in Scotland. A very active multi agency partnership has existed for a number of years and the commitment of partners is thought to have contributed to this situation. The partnership is committed to further enhancing the safety and feelings of well being of all who live work and travel in Aberdeenshire, this through tactical and operational delivery of aims and objectives set out in the relevant strategies aforementioned.

Aberdeenshire Council is a statutory partner in the Northern Community Justice Authority and also plays a key role as Responsible Authority, along with NHS Grampian, Grampian Police and the Scottish Prison Service in implementing the MAPPA arrangements for high risk/sex offenders.

Related key strategies and plans: NESJPSG Road Safety Strategy; Grampian Police "Platform for Success" and Strategic Priorities; Nestrans - Regional Transport Strategy; GFRS Community Risk Reduction Plan; Aberdeenshire Joint Health Improvement Plan; Aberdeenshire Local Housing Strategy; Northern CJSA Plan; Aberdeenshire Community Safety Partnership Strategy; Aberdeenshire Antisocial Behaviour Strategy; Criminal Justice Social Work Plan; Aberdeenshire Alcohol & Drugs Action Team Strategic Plan.

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 9.1: Our communities will be safer places in which to live, work and visit. <i>FSF</i>	Local Indicator 9.1.1 % of people feeling safe after dark.	Bi-annual - Residents Survey. Bi Annual Citizens Panel	62% 40% / 84%	Continuous increase in % feelings of safety
		Local Indicator 9.1.2 No. of acquisitive crimes against property (Group 3 crime category).	Quarterly - Grampian Police Tactical Assessments (GPTA).	4499	3 yr average baseline target – 4314. Aspirational target - 3428
		Local Indicator 9.1.3 Emergency hospital admissions in Aberdeenshire Community Health Partnership as a result of an unintentional injury at home, by age group (children and adults)	Annual	Children 193 (35.7%) Adults 579 (26.1%) Data to be confirmed percentages based on all of Scotland data	Continuous reduction in accidents at home
		Local Indicator 9.1.4 No. of reported incidents of domestic abuse.	See 6.2.4	See 6.2.4	See 6.2.4
		Local Indicator 9.1.5 No. of Serious and violent crimes reported.	Quarterly - GPTAs. Priority Crime group as defined within Police Strategic Priority report.	230	3 yr average baseline target – 197. Aspirational target - 160
		Local Indicator 9.1.6 No. of accidental house fires and no. where death or injury occurred.	Annual - GFRS	195/33	Reduction against baseline
	Local Outcome 9.2: People in Aberdeenshire feel safer travelling on our roads.	Local indicator 9.2.1 No. of persons killed or seriously injured in road accidents	Service & national indicator (Annual)	168	40% reduction by 2010 on 1994/98 average
		Local indicator 9.2.2 No. of slight casualties in road accidents	Service & national indicator (Annual)	619	10% reduction by 2010 on 1994/98 average

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
		Local indicator 9.2.3 No. of child casualties in road accidents	See 5.1.3	See 5.1.3	See 5.1.3
	Local Outcome 9.3: People in Aberdeenshire feel safer from unwanted antisocial behaviour and experience an improved quality of life.	Local Indicator 9.3.1 No. of reported vandalisms and malicious damage to property.	Quarterly - GPTAs.	3720	Reduction against 3 year average baseline of 3501 – aspirational ‘stretch’ target of 2874
		Local Indicator 9.3.2 No. of racist incidents reported to all agencies.	See 13.3.1	See 13.3.1	See 13.3.1
		Local Indicator 9.3.3 No. of Wilful Fire raising incidents.	Annual - GFRS	421	Reduction against baseline
		Local Indicator 9.3.4 No. of malicious calls received by the Fire Service.	Annual - GFRS	65	Reduction against baseline
		Local Indicator 9.3.5 No. of reported incidents deemed to be ASB (and not listed in other indicators).	Quarterly - ASB T&CG TA – incidents not included elsewhere	Proactivity 272 (not including ASB fixed penalties) Incidents 12380	Proactivity – 3 Year average baseline target- 311 (Increase) Incidents –3 Year average baseline target- 11154 (Reduction)
		Local Indicator 9.3.6 No. of detected possessions and supply of controlled drugs.	Quarterly - GPTAs	Supply 143 Possession 499	3 yr average baseline target – 184/601. Aspirational target – 218/668
		Local Indicator 9.3.7 No. of crimes of indecency (Group 2 Crime category) – Rape, Indecent assault, Lewd and Lib, Public indecency.	Quarterly - GPTAs	300	3 Yr average baseline target – 264. Aspirational target 242.

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Required Actions/commitment by local partners for these outcomes	Continued participation of all partner agencies involved in delivery of aims and objectives in listed strategies, thereby delivering enhanced safety for all who live, work or travel in Aberdeenshire. Delivery of the National Strategy for the Management of Offenders and of the Multi-Agency Public Protection Arrangements (MAPPA) for sex offenders. Delivery of both the local and Regional Transport Strategy commitments to Road, Walking and Cycling, Powered 2-wheelers, Improving Safety and Using Enforcement to improve road safety and travel security through education, engineering, enforcement and encouragement. A strategic assessment of Community Safety in Aberdeenshire will be concluded during Autumn 2008, and this will likely lead to amendment or addition of indicators relative to ASB and accident prevention in the 2009/10 SOA document.			
	Scottish government required action/ commitment to support delivery of local outcome	Review of national ASB strategy – ongoing. Continued focus on alcohol as key community safety priority, including tackling the culture of binge drinking/misuse of alcohol. Provision of sufficient resources to achieve the foregoing and - treatment/support, policing, transport marshals, cleansing etc.- Produce national Alcohol Strategy (due Spring 2008).- Complete review of drugs strategy within reasonable timescale. Development of a national definition of repeat offenders to enable consistent monitoring of the effects of measures to tackle persistent offending.			

<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>Local Context : Community Planning theme 'Community WellBeing' - Working together to enhance the quality of everyday life across Aberdeenshire by improving health and social care, housing and community safety. Working with People in Aberdeenshire enjoy the best quality of life in safe, friendly and lively communities.</p> <p>Related key strategies and plans: Related major strategies: Grampian Health Plan; Aberdeenshire Joint Health Improvement Plan; Aberdeenshire Local Housing Strategy; Health and Homelessness Strategy; Joint Futures; Children's Services Plan; Aberdeenshire Community Safety Partnership Strategy; Aberdeenshire Antisocial Behaviour Strategy; Sport 21; Aberdeenshire Sports and Active Lifestyles Strategy; Aberdeen City and Aberdeenshire Structure Plan; Aberdeenshire Local Development Plan.</p>
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	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 10.1: Residents and visitors in Aberdeenshire demonstrate a culture of more responsible driving, through reduced speed limits and innovative road layouts, thus improving public safety.	Local Indicator 10.1.1 The number of people killed or seriously injured in road accidents.	Service & national indicator (Annual)	168	40% reduction by 2010 on 1994/98 average
	Local Outcome 10.2: There is sufficient diversity in housing types, sizes and tenures to meet the changing needs of Aberdeenshire's residents and the Council's housing stock meets the Scottish Housing Quality Standard in respect of the number, quantity and variety of all new housing during the SOA timetable.	Local Indicator 10.2.1 Proportion of the housing stock failing the Scottish Housing Quality Standard.	Service & national indicator (Annual)		For all Council stock to meet the SHQS by 2015
		Local Indicator 10.2.2 The number, quality and variety of affordable houses.	Service Indicator (Annual)		350 affordable new homes built per year
		Local Indicator 10.2.3 Rate of new house building.	Scottish Govt National Indicator (Annual)	1357	Positive Trends Upwards
		Local Indicator 10.2.4 Structure Plan Monitoring.	Annual	New Plan	Structure Plan in the process of being finalised – this will provide targets.

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 10.3: People in Aberdeenshire have access to recreational opportunities in well maintained public spaces.	Local indicator 10.3.1 Visitor numbers at country parks.	Service Indicator (Annual)	800,000 per annum	1% increase per year
		Local indicator 10.3.2 % of berths at recreational harbours in use for summer and winter seasons.	Service Indicator (Annual)	Winter 60% Summer 90%	Winter 75%, Summer 100% by 2010
	Required Actions/commitment by local partners for these outcomes	Delivery of Regional and Local Transport Strategies on Road, Bus, DRT, Walking and Cycling, Powered 2-wheelers, Rail, Sea, Air, Transport Interchange, Port, Freight, Travel Plans, Changing Choices through Incentives and Parking to increase accessibility and equality of opportunity by improved modal choices (Aberdeenshire Council and Nestrans).			
	Scottish government required action/commitment to support delivery of local outcome				

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

Local Context: Aberdeenshire wishes to be the best council in Scotland, where the community planning framework and joint working with communities, private and voluntary sector partners ensures that people are involved, listened to and empowered and where excellent services are provided for all. Much work has already been undertaken to embed the National Standards for Community Engagement (NSCE) in practice across the community planning partnership. A strategy based on these standards has been produced to engage young people in community planning and services development. This has led to young people participating in numerous consultations in the last year and leading training and workshop sessions for partners at local and national level. This had already had an impact on services planning and delivery.

The Regeneration Outcome Agreement that has been developed for the regeneration areas in the North focuses on the involvement of local people in strengthening communities. A similar approach to build the capacity of all Aberdeenshire's communities has been taken forward as part of the Community Learning & Development (CLD) Strategy "*Working & Learning Together to Build Stronger Communities in Aberdeenshire*". As a result there has been an increase in community-led projects in Aberdeenshire where local people are delivering services to the wider community. The funding for ESOL has been used to help integrate migrant workers and other ethnic minority groups. Targets for ESOL learners have been well above the level required by the Government in the first year of funding. There has been an increase in the number of volunteers from the migrant worker community. Community economic development is supported with a growing emphasis on the social economy. Individuals in communities are being encouraged to develop their skills particularly for work; an employability strategy is being pursued (see also Outcome 2).

Other aspects of this outcome are linked to the work of the Community Safety partnership and the Developing Our Partnerships theme of the Community Plan. The Council of Voluntary Service, Rural Partnerships and Community Learning and Development are working together to build capacity of communities.

Related key strategies and plans: Partners communications strategies; Partners equalities policies; Freedom of Information Act; Data Protection Act; Youth Engagement Strategy; Community Learning and Development Strategy; Regeneration Outcome Agreement; More Choices, More Chances.

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 11.1: An improved approach to engagement and consultation with actively involved residents and communities influencing the Council's decision-making <i>FSF</i>	Local indicator 11.1.1 NSCE – awareness and implementation	Annual – CLD/rural partnerships	78%	NSCE are embedded in all partners' consultation and engagement processes by 2010/11
		Local indicator 11.1.2 No. of community councils	Annual/ Aberdeenshire Council Area Managers	c.70	To strengthen community councils – ongoing support
		Local indicator 11.1.3 No. of volunteers	Annual – volunteer centre and Council services	Baseline to be developed in 2008/09	To develop a baseline in 2008/09 and increase the number of volunteers by 5% annually To develop and support volunteering
	Local Outcome 11.2: Successful, achieving communities with the confidence and capability to tackle the things that matter to them, in particular strong, resilient communities in the Council's regeneration areas. <i>FSF</i>	Local indicator 11.2.1 Decrease the proportion of individuals living in poverty National indicator 10	SIMD 2009	SIMD 2006	No wards in bottom 15% (from 4)
		Local indicator 11.2.2 Increase the social economy turnover – no of social enterprises.	Economic Development	Baseline to be established 2008/09	A 5% Increase in number of social enterprises in 08/09 and then to sustain that level
		Local indicator 11.2.3 Increase the percentage of adults who rate their neighbourhood as a good place to live.	Scottish Household Survey - annual	Baseline to be confirmed	A year on year improvement in satisfaction
	Local indicator 11.3: The successful integration of migrant workers and other ethnic minority groups into	Local indicator 11.3.1 Number of hate crimes	Police	206 (2006/7)	3 yr average 184

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Aberdeenshire communities. <i>FSF</i>	Local Indicator 11.3.2 Number of racist incidents reported to all agencies	Annual/Aberdeenshire Racist Incident Monitoring Group	167 (July 2006 - Sept 2007: annual figure to be sourced)	Continued decrease in the number of racist incidents (three yearly moving average)
	Local indicator 11.4: Effective, well-developed partnerships – community planning, community councils, shared services, joined-up delivery	National Indicator 28 – number of adults who rate their neighbourhood as a good place to live Inspection and BV audit reports – see also outcome 15	Annual SHS	Baseline to be confirmed	Target to be confirmed
	Required Actions/commitment by local partners for these outcomes	Continued commitment to partnership working including joint planning, delivery and monitoring, through the CLD partnership/Lifelong Learning Theme Forum, Community Safety partnership/Wellbeing Theme forum, Nestrans, rural partnerships, Economic Development, Employability and local community planning groups.			
	Scottish government required action/commitment to support delivery of local outcome	Continued commitment to the empowerment of local people and the concept of community planning			

<p>National Outcome 12: We value and enjoy our built and natural environment and protect it and enhance it for future generations.</p>	<p>Local Context : Community Planning theme 'Sustainable Environment' - Working together to achieve sustainability by reducing resource use, protecting our environment, combating climate change and conserving and enhancing biodiversity. Aberdeenshire is always looking to the future, finding new and more efficient ways of doing things. Aberdeenshire will be a sustainable and carbon neutral region in the medium term e.g. by the year 2030.</p> <p>Related key strategies and plans: Aberdeenshire Sustainability Charter; Aberdeenshire Council Local Transport Strategy; Aberdeenshire Core Path Plan; North East Scotland Local Biodiversity Action Plan; Aberdeenshire Renewable Energy Strategy; Integrated Waste Management Strategy; Aberdeenshire Local Plan; Cairngorms National Park Authority Local Plan; Aberdeenshire Countryside Access Strategy; Aberdeen City and Aberdeenshire Structure Plan; Aberdeenshire Local Development Plan.</p>
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	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 12.1: To conserve and enhance the north east's natural and built environment and heritage by reducing the effects of transport on climate and air quality.	Local Indicator 12.1.1 Increase land maintained in accordance with biodiversity objectives	Service indicator (annual)	29 hectares	10% increase per annum –to be confirmed
		Local Indicator 12.1.2 Percentage of kilometres travelled by public transport	Annual Local Indicator for Nestrans area	To be confirmed	To be confirmed
		Local Indicator 12.1.3 Reduce the percentage of kilometres travelled by private transport.	Annual Local Indicator (based on % private cars recorded in traffic counts)	78%	Reduce by 1% per year, in real terms – to be confirmed
	Local Outcome 12.2: Aberdeenshire will be a sustainable and carbon neutral region by the year 2030.	Local Indicator 12.2.1 Council area's carbon/ecological footprint.	Annual Local Indicator	180,500,000 kWhs	To be carbon neutral by 2030 (footprint project is to reassess the footprint of this area)
		Local Indicator 12.2.2 Energy consumption savings.		1.57%	Target under consideration by the Sustainability Sub Committee

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local outcome 12.3: To conserve and enhance the road network for future generations.	Local Indicator 12.3.1 The Percentage of the road network requiring maintenance.	Service and national indicator (annual)	39%	Retain position in top quartile
		Local Indicator 12.3.2 Percentage of bridges that fail to meet the European Standard of 40 tonnes	Service and national indicator (annual)	7.9%	5% by 2011/12
	Local Outcome 12.4: Promotion of Aberdeenshire Cultural Heritage and Historic Environment from the reuse of old buildings	Local indicator 12.4.1 Banff renaissance and the Peterhead CARS Projects	Vary with each project	New projects	Projects completed and outcomes achieved
	Required Actions/commitment by local partners for these outcomes	Delivery of Regional and Local Transport Strategies' strands on Walking and Cycling, Travel Plans, Active Travel, Using Enforcement, Rail, Bus, DRT and Parking to increase accessibility and encouragement of sustainable modes (Aberdeenshire Council and NESTRANS). All Partners are committed to building and vehicle efficiency savings and support the concept of co-location with partner agencies. Continued support for North East Scotland Preservation Trust (NESPT).			
	Scottish government required action/commitment to support delivery of local outcome	Provision of funding and legislation for initiatives to encourage modal shift in travel.			

<p>National Outcome 13: We take pride in a strong, fair and inclusive national identity</p>	<p>Local Context: Inclusiveness is part of the community planning partnership's vision: "Working together for the best quality of life <i>for everyone</i> in Aberdeenshire". One of its six principles is inclusion – "We will ensure that our actions improve all Aberdeenshire citizens' ability to access our services and will take account of all factors that create a barrier to this. We will encourage equal opportunities and will observe any national requirements on these." These commitments are mirrored in the council's own more detailed vision – "Helping to create and sustain the best quality of life for all through...happy, healthy and confident people, safe, friendly and lively communities...[and] aiming to provide excellent services for all". Public sector community planning partners all have statutory race, disability and gender equality schemes in place.</p> <p>The <i>ethnic make-up</i> of the population in 2001 (census) was 86% white Scottish, 12% other white British or Irish, 1.4% other white and less than 1% black and other ethnic minority. Since then the number of other white residents has increased substantially, with an estimate of an additional 3,000, mainly from Eastern Europe. The census identified 15% of the population with a long-term limiting illness. Based on estimates from the Scottish Household Survey (2001/02) there may be about 47,000 adults and children affected by <i>disability</i> in Aberdeenshire. The population is balanced in terms of <i>gender</i> – 50.4% are female, 49.6% male (MYE 2006). The number of people of <i>pensionable age</i> is forecast to increase from 44,300 in 2006 to 63,800 in 2021 (MYE/strategic forecasts). 51% of people identify their <i>religion</i> as Christianity, 47% say they have no religion or decline to state what it is, and 2% report they have another religion (census). No information is available on people's <i>sexual orientation</i>.</p> <p>The wider issues of national identity specifically as opposed to strength, fairness and inclusion within our own communities of Aberdeenshire fall outwith the direct role of most community planning partners and require national consensus and action. This aspect of the outcome is therefore not a high priority for the Aberdeenshire SOA.</p> <p>Local outcomes in other parts of this SOA support this national outcome [to be listed when updated drafts of other outcomes are available e.g. related to quality of life, tourism and community engagement].</p> <p>Related key strategies and plans: race, disability and gender equality schemes of public sector community planning partners</p>
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	Local Outcomes	Relevant Indicators	Frequency/Type/ Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 13.1: Residents of Aberdeenshire enjoy the best quality of life	Local Indicator 13.1.1 % of adult residents stating their neighbourhood is a 'very good' or 'fairly good' place to live.	Biennial, Scottish Household Survey local authority analysis, Table 4.24	98% (2005/06)	Maintain satisfaction at current high levels throughout period of SOA

	Local Outcomes	Relevant Indicators	Frequency/Type/ Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 13.2: Fewer people in Aberdeenshire experiencing multiple deprivation decreases <i>FSF</i>	Local Indicator 13.2.1 % of the population who are income deprived.	Occasional, Scottish Index of Multiple Deprivation (SIMD), Table 2.9	17,115 7.4% (2006)	Decrease in % of the population who are income deprived between each update of the SIMD
	Local Outcome 13.3: Migrant workers and other ethnic minority groups are integrated into Aberdeenshire communities <i>FSF</i>	Local Indicator 13.3.1 Number of racist incidents reported to all agencies.	See 11.3.2	See 11.3.2	See 11.3.2
	Local outcome 13.4: People with disabilities are not disadvantaged in Aberdeenshire	Local Indicator 13.4.1 The % of council public service buildings that are suitable and accessible to disabled people. (Local outcomes 6.3 and 8.3 include further indicators relevant to disability).	Annual/Percentage/Audit Scotland	48%	100% (2009/10)
	Local outcome 13.5: Residents of Aberdeenshire have access to a wide range of cultural activities	Local Indicator 13.5.1 Number of attendances at North East Arts Touring (NEAT) shows.	Annual/Number/Council	6197	9600 (2009/10)
		Local Indicator 13.5.2 Number of NEAT performances	Annual/Number/Council	103	120 (2009/10)
	Required Actions/ commitment by local partners for these outcomes	Local Outcome 13.1 – many other actions in the SOA will contribute to this outcome Local Outcome 13.2 – agree community planning partnership strategy for use of the Fairer Scotland Fund, integrate related commitments by all partners to ensure most effective use of resources Local Outcome 13.3 – update Welcome to Aberdeenshire Group guide to Working and Living in the North East of Scotland, ensure close monitoring of root cause of racist incidents and take necessary action Local Outcome 13.4.1 – continued investment by council			
	Scottish government required action/ commitment to support delivery of local outcome	Local Outcome 13.1 – maintenance of regular cycle of SHS surveys Local Outcome 13.2 – maintain FSF funding at agreed levels			

<p>National Outcome 14: We reduce the local and global environmental impact of our consumption and production.</p>	<p>Local Context: Community Planning theme 'Sustainable Environment' - Working together to achieve sustainability by reducing resource use, protecting our environment, combating climate change and conserving and enhancing biodiversity. Aberdeenshire is always looking to the future, finding new and more efficient ways of doing things. Aberdeenshire will be a sustainable and carbon neutral region in the medium term e.g. by the year 2030.</p> <p>Related key strategies and plans: Aberdeenshire Sustainability Charter; Aberdeenshire Council Local Transport Strategy; Aberdeenshire Core Path Plan; North East Scotland Local Biodiversity Action Plan; Aberdeenshire Renewable Energy Strategy; Integrated Waste Management Strategy; Aberdeenshire Local Plan; Cairngorms National Park Authority Local Plan; Aberdeenshire Countryside Access Strategy.</p>
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	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 14.1: Waste is managed effectively in accordance with the Waste Hierarchy	Local Indicator 14.1.1 Tonnage of municipal waste collected.	Annual Local Indicator	143,342	To be confirmed
		Local Indicator 14.1.2 Tonnage of Biodegradable Municipal Waste landfilled.	Annual Local Indicator	110,303	Meet the 54,900 tonnes landfill allowance target by March 2010.
		Local Indicator 14.1.3 Increase the proportion of municipal waste recycled.	Annual Local Indicator	33,040 (23%)	By 2020 more than half of municipal waste will be recycled
	Local Outcome 14.2: Aberdeenshire will be a sustainable and carbon neutral region by the year 2030.	Local Indicator 14.2.1 Council area's carbon/ecological footprint.	Annual Local Indicator	180,500,000 kWhs	To be carbon neutral by 2030 (footprint project is to reassess the footprint of this area)
		Local Indicator 14.2.2 Energy consumption savings.	Annual internal service indicator	To be confirmed	Under consideration by Sustainability Sub Committee
	Local Outcome 14.3: Reduction in vehicle emissions through changes in travel patterns	Local Indicator 14.3.2 % kilometres travelled by public transport (Bus).	Annual Scottish Transport statistics	To be confirmed	To be confirmed
		Local Indicator 14.3.3 Reduce the percentage of kilometres travelled by private transport.	Annual Local Indicator (based on % private cars recorded in traffic counts)	78%	Reduce by 1% per year, in real terms – to be confirmed

	Local Outcomes	Relevant Indicators	Frequency/ Type/Source	Baseline (2006/07)	Local Targets & Timescales
		Local Indicator 14.3.4 Modal share of adults undertaking active travel to work or education	Annual Local Indicator for Nestrans area (Scottish Household Survey)	15%	Increase by 1% per year
	Local Outcome 14.4: A new Sustainable Purchasing Policy is developed and implemented	Local Indicator 14.4.1 Reduction of reliance on goods and services from non-sustainable sources.		Currently being developed	Currently being developed
	Local Outcome 14.5: The Scottish Climate Change Declaration	Local Indicator 14.5.1 Annual reports from the Climate Change Action Programme	Annual National Indicator	Action programme recently agreed	New targets to be confirmed
	Required Actions/ commitment by local partners for these outcomes	Delivery of Regional and Local Transport Strategies on Bus, Walking and Cycling, Active Travel, Enforcement, Rail, DRT, Transport Interchange, Powered 2-wheelers and Travel Plans to reduce the need for travel, develop sustainable travel solutions and support emission reductions. Delivery of Waste Management Strategy. All Partners are committed to building and vehicle efficiency savings and support the concept of co-location with partner agencies.			
	Scottish government required action/ commitment to support delivery of local outcome	Provision of funding and legislation for initiatives to encourage modal shift in travel and support to access the "Zero Waste Fund".			

<p>National Outcome 15: Our public services are high quality, continually improving, efficient and responsive to local people's needs</p>	<p>Local Context: The council's vision is to be the best council in Scotland, providing excellent services for all by involving, responding to and enabling people and communities and finding new and more efficient ways of doing things. The improvement plan in its recent audit of best value and community planning sets out further steps it will take to move towards being the best. Each public sector community planning partner is responsible for the quality of its own services. Collectively, community planning partners have agreed in their work together that they will aim to be as efficient as possible in their use of resources to provide as effective services as possible. A Developing our Partnership theme group provides focus to joint work to make the partnership as efficient and effective as possible.</p> <p>There are many potential measures of quality, improvement, efficiency and responsiveness. As each public sector partner exists to serve the people of Aberdeenshire, people's perceptions of service providers are fundamentally important. In Aberdeenshire:</p> <ul style="list-style-type: none"> • 48% of residents agree or agree strongly that they are satisfied with the council as a provider of local services (council residents' survey 2006) • 89% of those who had contacted Grampian Fire and Rescue Service are satisfied with the contact they had • 39% said their overall impression of policing in Aberdeenshire is excellent or quite good • in focus groups consulted on the Grampian Health Plan 2007/08, a majority of participants said they were satisfied or very satisfied with the service they received from NHS Grampian (all citizens' panel survey results, 2007). <p>In addition, in relation to its aspiration to be the best council in Scotland, the council aims to have as many of its statutory performance indicators in the top quarter of all councils. In 2006/07 11 out of 82 indicators were in the top quarter.</p> <p>Related key strategies and plans: Aberdeenshire community plan, Aberdeenshire Council Strategic Priorities</p>
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	Local Outcomes	Relevant Indicators	Frequency/Type/ Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome 15.1: Council services are high quality	Local Indicator 15.1.1 The number of statutory performance indicators in the top quarter of all Scottish local authorities.	Annual/Report/Audit Scotland Council Profiles	11	Year-on-year increase
	Local Outcome 15.2: Council services are continuously improving	Local Indicator 15.2.1 The number of statutory performance indicators improving by 5% or more vs. the number getting worse by 5% or more.	Annual/Report/Audit Scotland Council Profiles	20 improving/ 19 getting worse	More improving/fewer getting worse year-on-year
	Local Outcome 15.3: The council ensures the	Local Indicator 15.3.1 % that actual outturn differs from	Annual/CIPFA Director of Finance Performance	+0.67%	+0.5% each year

	Local Outcomes	Relevant Indicators	Frequency/Type/ Source	Baseline (2006/07)	Local Targets & Timescales
	proper and efficient management of its financial resources	budgeted outturn at end of financial year.	Indicators		
	Local Outcome 15.4: Council services are efficient	Local Indicator 15.4.1 Cash releasing efficiency savings as a % of gross expenditure in financial year.	Annual/Efficiency statement/Council	0.57% (not all necessarily cash releasing)	Target to be confirmed
	Local Outcome 15.5: Community planning partners' services are responsive to local people's needs	Local Indicator 15.5.1 % of residents agreeing or agreeing strongly that they are satisfied with each public sector partner as a provider of local services.	Annual/Survey/Citizens' panel	Baseline to be developed in 2008	Year-on-year improvement in perception of all public sector community planning partners
	Required Actions/ commitment by local partners for these outcomes	Local Indicator 15.5.1 – new question in citizens' panel questionnaire Delivery of Local and Regional Transport Strategy commitments to safety, changing choices through incentives, partnerships and using enforcement to work with partners to achieve high quality efficient and responsive public services			
	Scottish government required action/ commitment to support delivery of local outcome	Maintain right of council to retain cash releasing savings for its own use At least maintain existing levels of funding in each three-year planning period for all public sector community planning partners			