



Inverclyde Alliance

Inverclyde Alliance Single Outcome Agreement 2013 – 2017

Inverclyde Together



June 2013

This document can be made available in other languages, large print, and audio format upon request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò nas motha agus air teip ma tha sibh ga iarraidh.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish


Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formie audio.


Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

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Contents

1. Foreword	4
2. Executive Summary	5
3. Introduction	7
3.1 The Purpose and Scope of this Single Outcome Agreement.....	7
3.2 Cross Cutting Issues.....	8
4. Where are we now?	14
4.1 National context	14
4.2 Local Context.....	19
5. Where Do We Want to Be?	23
5.1 Outcomes and Commitments.....	25
6. How will we get there?	26
6.1 Focus on local areas.....	26
6.2 Structure for Delivery	26
7. How will we know we are getting there?	29
7.1 How we will performance manage this SOA.....	29
7.2 Resources.....	30
7.3 Linkages Between Local and National Outcomes	33
8. Ongoing Development of the SOA	87
9. Risk Management	88
10. Public Performance Reporting	94
11. Contact Details:	94

1. Foreword

Councillor Stephen McCabe, Leader of Inverclyde Council and Chair of Inverclyde Alliance:

As Chair of the Inverclyde Alliance, the Inverclyde Community Planning Partnership, I am delighted to introduce Inverclyde's Single Outcome Agreement 2012 – 2017.

The Alliance, working together, has made great progress in delivering against the outcomes agreed in 2008/9, and as Chair I want to continue to lead the partnership in delivering the support and services our communities need in order to get it right for every child, citizen and community in Inverclyde.

Since the first SOA the Alliance has continued to develop even stronger partnership working, with each organisation involved fully committed to making a difference for Inverclyde's communities. All partners are focussed on ensuring that all our children, citizens and communities are safe, healthy, achieving, nurtured, respected, responsible and included, through the delivery of the eight 'place based' local outcomes, and recognise the value in working together to reduce duplication, pool resources and develop joint services.

Communities themselves have been engaged over the life of each SOA, to ensure that the agreed outcomes are still the right ones, which will make the most difference to people's lives. Communities have also been asked how they can contribute to the delivery of the local outcomes, as we all recognise that communities themselves have many of the answers to the problems still experienced by many in the area.

With the move towards early intervention, community empowerment and co-production, it is important that communities are fully involved in the delivery of the outcomes for the neighbourhoods of Inverclyde.

The Alliance recognises the ongoing challenges in the economy have slowed progress in delivering the eight local outcomes and having the impact on wellbeing that we want to have. Partnership working is even more important now than it has ever been, with the need to deliver better, more targeted services together, using shared budgets where possible. We will continue to develop co-ordinated, effective, efficient services together, that meet the needs of our communities.

**Councillor Stephen McCabe
Chair of Inverclyde Alliance Board
Leader of Inverclyde Council**

2. Executive Summary

The Community Planning Partnership vision for Inverclyde is:

‘Getting it right for every Child, Citizen and Community’

This means that the Alliance will work in partnership to create a confident, inclusive Inverclyde with safe and sustainable, healthy, nurtured communities, and a thriving, prosperous economy, with active citizens who are achieving, resilient, respected, responsible and included, and able to make a positive contribution to the area.

To deliver this vision, the Inverclyde Alliance, has agreed, with its communities, a number of strategic local outcomes:

1. Inverclyde’s population is stable with a good balance of socio-economic groups.
2. Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.
3. The area’s economic regeneration is secured, economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.
4. The health of local people is improved, combating health inequality and promoting healthy lifestyles.
5. A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.
6. A nurturing Inverclyde gives all our children and young people the best possible start in life.
7. All children, citizens and communities in Inverclyde play an active role in nurturing the environment to make the area a sustainable and desirable place to live and visit
8. Our public services are high quality, continually improving, efficient and responsive to local people’s needs.

This Single Outcome Agreement (SOA) sets out the context in which these local outcomes have been developed, identifying the priorities and issues which affect the lives of the people of Inverclyde. The outcomes, when achieved, will improve the quality of life and the wellbeing of the people who live here, whilst tackling the inequalities which exist across the area.

The SOA has been developed and agreed with all the organisations who are members of the Inverclyde Alliance, as well as with communities across the area, to ensure it reflects the needs and aspirations of those who live in the area.

The SOA is an agreement between the Inverclyde Alliance and the Scottish Government, with all signatories to the agreement formally committed to working towards the delivery of the wellbeing and local outcomes. They will also have regard for the outcomes in the planning of their services and use of their resources.

There are accountable partnership structures in place to implement this SOA. At an Inverclyde level the Alliance Board holds the SOA Programme Board to account for the delivery of the outcomes set out in this agreement. Outcome Delivery Groups oversee the delivery of the more specific actions which require to be delivered in order to achieve the outcomes.

This SOA is Inverclyde’s delivery plan for the next five years of its Community Plan, ‘Inspiring Inverclyde’. It is not just a planning and performance management regime, it aims to deliver the vision through partnership working. Over time this SOA will help us to align overall public sector

spend towards the delivery of the long term outcomes set out in the Community Plan. This does not mean that other key service areas will not be funded or delivered. The point of this SOA is to have a jointly agreed approach to all working together on the issues which are preventing Inverclyde from thriving. This includes the pooling of resources and the modernisation and reconfiguration of services.

3. Introduction

3.1 The Purpose and Scope of this Single Outcome Agreement

The purpose of this Single Outcome Agreement (SOA) is to bring a partnership focus on outcomes which are important for the wellbeing and quality of life of Inverclyde's Citizens. All Community Planning Partners have signed up to these local outcomes and are working in partnership to achieve them. This commonality of purpose is ensuring that partners work better together, and look for ways to pool and share resources to achieve common aims.

The outcomes were developed with communities through community engagement on the Community Plan and specifically for this SOA. These outcomes were recently tested again through the Citizens' Panel and through Community Engagement throughout 2010, 2011 and 2012, and through an officer review, and remain priority areas for the communities of Inverclyde.

Each of the eight Local Outcomes link directly to the delivery of the majority of the Scottish Government's National Outcomes.

The SOA is an agreement between the Inverclyde Alliance and the Scottish Government – both of whom have mutual accountability for the delivery of the outcomes set out here. The Inverclyde Alliance Board is made up of the following members:

- Community Councils Forum
- Greater Glasgow and Clyde NHS
- Greenock Chamber of Commerce
- Greenock and District Trades Council
- Inverclyde Council
- James Watt College
- Job Centre Plus
- Skills Development Scotland
- Strathclyde Fire and Rescue
- Scottish Enterprise
- Strathclyde Partnership for Transport
- Strathclyde Police
- CVS Inverclyde
- The Scottish Government

There are a number of other partner agencies who are involved in the delivery of the outcomes including Riverside Inverclyde, River Clyde Homes and Inverclyde Leisure, among others.

Each of these organisations has made a commitment to delivering the outcomes for Inverclyde and the SOA covers all the services delivered by partners operating within the Inverclyde Alliance.

The SOA will run on a five year rolling basis, while being subject to annual reviews and sits within the Council's, public bodies' and Scottish Government's duties in relation to Community Planning, Best Value, equalities and sustainable development, as set out below.

The SOA has been, and will continue to be, developed in consultation and through engagement with all relevant stakeholders and the communities of Inverclyde.

3.1.1 Community Planning

This SOA sits firmly within the Council and relevant public agencies' duties for Community Planning as set out in the Local Government in Scotland Act 2003. It has been informed by the Inverclyde Alliance Community Plan, and is essentially the five year delivery plan for the longer term outcomes set out in the Community Plan. Partnership working in Inverclyde has been developing well over the last few years and the SOA continues to facilitate this development.

3.2 Cross Cutting Issues

3.2.1 Best Value and Continuous Improvement

All the actions which require to be delivered to achieve the vision set out in the Community Plan and the SOA are subject to consideration of Best Value principles, particularly in maintaining a balance between the quality of the service delivered and the cost of delivery. Partners will strive to achieve continuous improvement in the performance of all their functions. We will ensure that there is improvement in the actual outcomes as well as improvement in the process of delivering services, applying the 4 'Es': efficiency, effectiveness, economy and equal opportunities. This is captured in, and will be performance managed under, the national and local outcome 'our public services are high quality, continually improving, efficient and responsive to local people's needs'.

Everything that the Inverclyde Alliance delivers aims to continually improve on what the Alliance as a partnership does, and also what each agency and organisation does. By promoting better efficiency, better partnership working, and reducing duplication of effort and spend, we should be continuously improving Inverclyde for all those who live in, work in and visit the area.

Community Planning can add value to existing joint working by providing a local strategic framework, set out in this SOA and the Community Plan, and building a culture of co-operation and trust. Joint commissioning and procurement can also add value, and contribute to maximising returns at a local level, benefiting the area.

This is assisted by increasing understanding, between all the partner agencies and the community, of the services delivered by each agency or organisation, about the challenges in delivering those services, whether they be regarding resources or particular issues, and about their ways of working. This all contributes to the modernisation and transformation of public services.

3.2.2 Equality and Diversity

An equal society seeks equality in the freedoms that people have to lead a fulfilling life.

The Inverclyde Alliance has adopted the Equalities Review definition of an equal society:

'An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish.'

An equal society recognises people's different needs, situations and goals and removes the barriers that limit what people can do and can be.'

The Equality Act 2010 also informs how we deliver the SOA, and in the delivery of the outcomes all partners will have due regard to the need to:

- Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010;
- Advance equality of opportunity between people who share a characteristic and those who do not; and

- Foster good relations between people who share a relevant protected characteristic and those who do not.

Inverclyde Alliance partners will be mindful of the particular needs of people with protected characteristics covering age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. They will work to remove barriers and to advance equality of opportunity, particularly around the inequalities present in society, including poverty and health inequalities.

There is a role for the partners involved in the Inverclyde Alliance to enable residents of Inverclyde to overcome prejudice and bias. If the Alliance gets it right it can create the conditions to free the aspirations of those trapped by persistent disadvantage. Underpinning our vision for Inverclyde is equality in everything we do and working towards reducing inequalities across social, economic and health factors. It is important to develop active measures to implement the legislation and opportunities the equality agenda brings.

We will impact assess the delivery of the SOA to ensure services are fair and can be accessed by those who need to use them and that they will not discriminate against anyone. This is especially true of people who are socially and economically disadvantaged.

We will use the equality legislation as a guide to the delivery of the SOA to achieve freedom from poverty, discrimination and disadvantage, but also freedom to be able to achieve things that, individually, matter most to us.

3.2.3 Sustainable Development

The UK shared framework for sustainable development sets out a common goal for sustainable development across the UK:

“to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations”

Developing sustainability means ensuring that our actions today do not limit our quality of life in the future. This means ensuring that we don't damage our environment for future generations, but also includes consideration of social inclusion and economic development.

We will be mindful of all the elements of sustainable development in the delivery of this SOA, and in regard to the environment for example, we will ensure that developments do not have a negative impact on the environment, that where possible they will protect and enhance biodiversity, reduce carbon emissions, they will work towards reducing consumption and waste, promote the use of public transport over individual car journeys and manage property better to ensure less use of energy.

The achievement of the outcomes set out in this SOA will contribute to the delivery of the three strands of sustainable development with a focus on social and economic regeneration and assessment of the environmental impact of any work carried out to tackle poverty.

3.2.4 Community Engagement

Community Engagement is a fundamental principle of Community Planning in order to improve the planning and delivery of services, making them more responsive to the needs and aspirations of communities. The best way to ascertain those needs is through clear, well developed processes which follow the National Standards for Community Engagement, which have been adopted by the Alliance in its Community Engagement Strategy:

1. Involvement: we will identify and involve the people and organisations who have an interest in the focus of the engagement
2. Support: we will identify and overcome any barriers to involvement
3. Planning: we will gather evidence of the needs and available resources and use this evidence to agree the purpose, scope and timescale of the engagement and the actions to be taken
4. Methods: we will agree and use methods of engagement that are fit for purpose
5. Working Together: We will agree and use clear procedures that enable the participants to work with one another effectively and efficiently
6. Sharing Information: we will ensure that necessary information is communicated between the participants
7. Working With Others: we will work effectively with others with an interest in the engagement
8. Improvement: we will develop actively the skills, knowledge and confidence of all the participants
9. Feedback: we will feed back the results of the engagement to the wider community and agencies affected
10. Monitoring And Evaluation: we will monitor and evaluate whether the engagement achieves its purposes and meets the national standards for community engagement

This SOA has been informed by community engagement which has taken place across Inverclyde, facilitated by a wide range of partner organisations, promoting maximum participation. It strikes a balance between what communities have identified as priorities and what partners have evidenced as priorities using service user and wider statistical information. Partners have set out their priorities in their key operational, business and service plans, and these have been reflected in the development and agreement of the local strategic outcomes detailed in this agreement.

The Community Engagement and Capacity Building Network (CECBN) has rolled out a joint approach to community engagement across the CPP using the VOiCE toolkit in the development and delivery of engagement, which ensures that the Alliance follows the national standards. This has been adopted by all partners through the Inverclyde Alliance.

This Network had developed to now include Capacity Building within its remit, absorbing the Community Development Subgroup, in order to address the capacity building needs of communities, particularly in light of moves towards greater co-production of services with communities. Many of the most deprived communities in Inverclyde will require support to develop their ability and capability of being involved in developing and delivering their own outcomes, in partnership with public and third sector organisations.

The CECBN works to plan and resource engagement across the partnership, and has a clear action plan for activity. It has also used CPD funding to carry out training, across the partnership in, for example, on co-production approaches.

3.2.5 Mental Health Improvement and Wellbeing

Good mental health and wellbeing is crucial to ensuring that all our citizens are able to cope with life's stressors, and particularly in light of the ongoing challenging economic problems being experienced around the world. Mental health and well-being, particularly where this is to be sustained and improved upon, requires everyone to recognise they have a part to play.

The impact of welfare reform, continually rising unemployment and reducing budgets in public sector services may tip some families and individuals into financial difficulties and we need to ensure that people have the resilience and coping mechanisms to help them be able to deal with these future pressures without hitting crisis point. There is strong evidence suggesting people require much more in the way of promoting positive mental well-being in times of austerity augmented by the importance of public services working **with** communities, creating productive partnerships with individuals, communities and fellow agencies.

There are many things which we will not be able to control and in light of that we need to work out how we as organisations can cope with increased demand for our services (being mindful of the health and wellbeing of our employees) as well as supporting our communities to cope. There is growing evidence to suggest that if community planning partnerships invest in mental health improvement, they will save in other areas. Mental health improvement and subjective well-being can positively impact on outcomes related to life expectancy, chronic disease, alcohol and drug use, and pro-social behaviour.

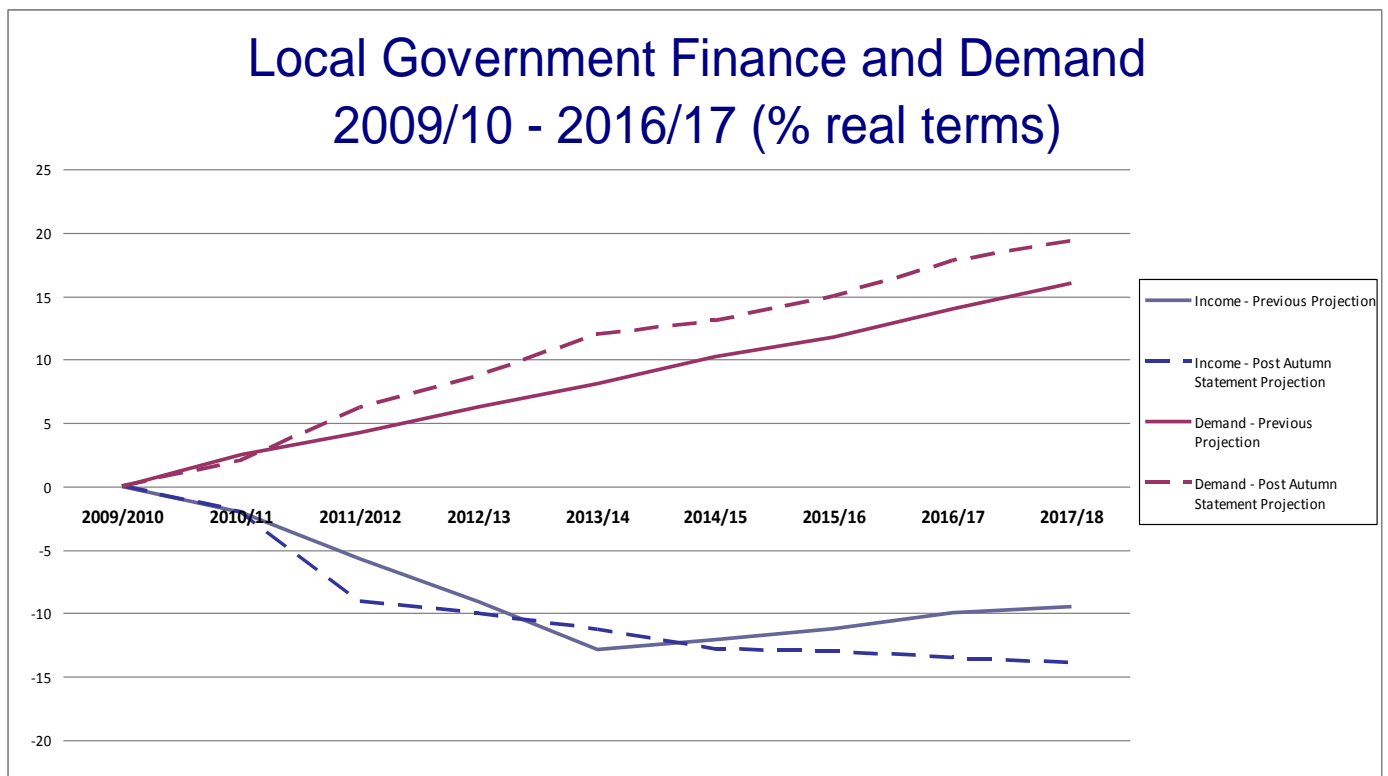
The economic case for mental health improvement is far reaching in terms of investment in early interventions and encouraging people to seek help early. This is also the case in terms of the cost effectiveness of bringing about additional savings to society through enhanced educational and employment potential, as well as reduced crime and antisocial behaviour. Moreover, continuing investment in mental health improvement can help to alleviate the negative impact of mental health problems, which affect people of all ages. It can restrict their educational, employment, social and emotional potential and produce a heavy burden on public finances, which are estimated as costing Scotland over £8 billion per year plus the impact mental health problems can create in enormous stresses on individuals, families and communities.

By focusing on determining appropriate short-, medium- and long-term outcomes for their communities, community planning partnerships should be able to ensure that mental health improvement remains close to the top of national and local policy agendas and receives the resource support it needs.

3.2.6 Economic Environment

The current economic environment continues to be a challenge for all partners, particularly with a cut in budgets for the Urban Regeneration Companies in Scotland and in the Housing Budgets. This makes it all the more difficult for the partners in the Alliance to deliver the outcomes set out in this SOA.

It is anticipated that the real reduction in spend for the public sector, by 2017/18 will be 18%, against a backdrop of increased demand for public sector services. The funding gap is projected to grow from £1.8 billion in 2013/14 to approximately £3.5 billion in 2017/18.



These pressures make delivering on priority outcomes for the communities of Inverclyde increasingly difficult, meaning that partners are going to have to look at innovative ways of delivering services, bringing budgets together, whilst developing early intervention and preventative spend projects to ensure positive impacts in the longer term.

3.2.7 Welfare Reform

Significant changes are being made to the Welfare Benefits system with the bulk of these being implemented in 2013/14. This presents issues for a number of partners in regard to the support that will be required for those who live in Inverclyde who will be impacted upon by the introduction of Universal Credit including the top slicing of Council Tax Benefit and the introduction of the 'bedroom tax'. Job Centre Plus, Inverclyde Council and voluntary organisations will have the greatest role to play in supporting residents both financially and in helping those who require assistance with completing the web based application forms. The Inverclyde Financial Inclusion Partnership has been working to identify how all the partners can provide support and minimise negative impacts on local people. However, it is recognised that Welfare Reform will have a far reaching negative impact on those who live in Inverclyde's most deprived areas. This will make delivering on the reduction of inequalities across Inverclyde a harder task.

3.2.8 Transport

Transport has an important supporting role in achieving the local outcomes set out in this SOA. Good transport is essential to economic growth; improved levels of employment and employability; reducing carbon emissions; cohesive, sustainable communities; and healthy, active, independent lives.

Transport links, including the motorway and public transport networks, are very good, with the city of Glasgow only about 20 miles away, where many residents travel to work. Inverclyde is also in close proximity to Glasgow Airport and has a regular train service to Glasgow. There are opportunities to be more innovative about transport in the area with close partnership working delivering benefits for the residents of, and visitors to, Inverclyde.

SPT, in conjunction with Inverclyde Council, has prepared a Transport Outcomes Report (TOR) for Inverclyde setting out the work it is doing to address the transport challenges of the area, in conjunction with Inverclyde Alliance. The key project priorities are set out in the TOR and reviewed and updated annually.

A copy of the Transport Outcomes Report for Inverclyde can be accessed [here](#).

4. Where are we now?

4.1 National context

4.1.1 Three social policies and public sector reform

The Scottish Government has three key social policies which link together to try to deliver the best outcomes for Scotland. These are:

- Achieving Our Potential¹
- Early Years Framework²
- Equally Well³

All three documents focus on early intervention and prevention rather than focussing on what to do when a crisis happens. There is currently a shift in culture from dependency to active citizenship, where people should expect less from the state and more from themselves, their families and their communities. The solutions to the problems continuing to hamper society in Scotland are within communities themselves, and it is the role of the public, voluntary and private sector to support people to become more capable, more resilient and better able to deal with crises themselves.

Increasingly the roles of Community Capacity Building and Co-production are coming to the fore. Co-production goes well beyond user involvement or citizen engagement. It promotes equal partnership between service workers and those intended to benefit from their services – pooling different kinds of knowledge and skill, and working together.

Co-production is nothing new, but is an approach which can secure the best outcomes for people living in areas of multiple deprivation. Models of co-production are around a set of core values:

- recognising that people have assets, not just problems
- redefining work so that unpaid activities are valued and supported
- building reciprocity and mutual exchange
- strengthening and extending social networks.

By moving to a model of service delivery which involves communities more closely, the Alliance will be helping the people of Inverclyde to secure outcomes for themselves, building success and reducing the cost of failure.

The culture change taking place in Scotland is leading to realignment and prioritising of resources toward early intervention (as set out in the Christie Commission report on transforming public services), shifting the focus from crisis management to prevention, early identification and early intervention, whilst realistically recognising that crisis management will still be needed in the short to medium term. The scale of the changes required are massive and complex, but in order to secure the best outcomes for the most vulnerable people, in a time of unprecedented financial challenge, those changes will need to be made.

The combination of involving communities in service development and delivery and focussing on early intervention and prevention will require targeting the whole way that a community lives. This approach should make a difference to those areas in Inverclyde which have suffered persistent deprivation, having the worst poverty, health, education and employment outcomes, which prevent people living in those areas from having a good quality of life and wellbeing. It will improve their future prospects.

¹ <http://www.scotland.gov.uk/Publications/2008/11/20103815/0>

² <http://www.scotland.gov.uk/Publications/2009/01/13095148/0>

³ <http://www.scotland.gov.uk/Publications/2008/06/25104032/0>

Evidence set out in 'Making Better Places: Making Places Better'⁴ around services targeted to individuals or universal services for large areas, shows that sustainable change has not been achievable across communities. Approaches now being developed point to targeted, integrated and holistic support and intervention at community level with communities who are experiencing interacting and mutually reinforcing negative outcomes.

We already have a co-production system in terms of outcomes in many communities within Inverclyde. Communities who are able and effective co-producers of outcomes with public services have very good lives in Scotland. They get real value out of schools, GPs, cultural and leisure assets, and so on. Those who are less able to 'co-produce' and use public services as a resource in their lives, experience many more negative outcomes.

A new approach is required rather than a specific solution ('solutions' being contrary to the nature of outcomes – there is no quick fix) . Improving outcomes is about working differently and more holistically with local communities, backed up by a clear evidence base and knowledge of local areas, and through engagement with those communities.

This approach is backed up by the 'Report on the Future Delivery Of Public Services' by the Commission chaired by Dr Campbell Christie⁵:

'evidence demonstrates the need for public services to become outcomes-focussed, integrated and collaborative. They must become transparent, community driven and designed around users' needs. They should focus on prevention and early intervention.'

The report also sets out principles informing how public services can become more effective and sustainable, capable of meeting the challenges ahead:

- 'Reforms must aim to empower individuals and communities receiving public services by involving them in the design and delivery of the services they use.
- Public service providers must be required to work much more closely in partnership, to integrate service provision and thus improve the outcomes they achieve.
- We must prioritise expenditure on public services which prevent negative outcomes from arising.
- And our whole system of services – public, third and private sectors – must become more efficient by reducing duplication and sharing services wherever possible.'

The Commission set out the ethos for public services that **'public services exist to support a fair and equal society, and to protect the most vulnerable,'** which must underpin everything that the Inverclyde Alliance does and links to the equality and diversity principles outlined above.

Services need to be designed and delivered with and for people, rather than forcing them into pre-determined systems, with a focus on fitting services to people, not people to services as is often the case at present.

The Commission recognises that spending in the past has been to alleviate social problems and tackle 'failure demand' – demand which could have been avoided by earlier preventative measures. In the past services have targeted the consequences not the causes of inequalities and the Commission argues that we can no longer afford to do this, if we ever could have afforded it.

⁴ Making Better Place: Making Places Better; the Distribution of Positive and Negative Outcomes in Scotland (Mair, Zdeb and Markie. <http://www.improvementservice.org.uk/library/823-christie-commission/view-category/>

⁵ <http://www.scotland.gov.uk/Publications/2011/06/27154527/0>

Going forward the public sector will require to reform around the following objectives:

- Engagement, empowerment and enablement
- Better co-ordination and integration
- Reduction in persistent problems and demand
- Performance improvement and transparency

The key objectives of the reform programme must be to ensure that:

- Public services are built around **people and communities**, their needs, aspirations, capacities and skills, and work to build up their autonomy and resilience;
- Public service organisations work together effectively to achieve outcomes;
- Public service organisations prioritise prevention, reducing inequalities and promoting equality; and
- All public services constantly seek to improve performance and reduce costs, and are open, transparent and accountable.

The Commission recommends community planning partners should:

- Ensure people and communities are involved directly in the development of key elements of the local partnership process, such as the development of priority local outcomes within a single outcome agreement;
- Develop and extend arrangements at a more local level (more local than the local authority area) which facilitate public engagement and participation in shaping priorities, and in the design and delivery of services; and
- Establish arrangements to enable all parties to a single outcome agreement to account to the public for their contribution to the achievement of outcomes in those areas. Elected representatives should have a pivotal role to play in those arrangements.

The whole reform agenda will be challenging for organisations across the Community Planning Partnership, and a culture change is required to ensure public sector agencies engage in a more meaningful way with communities. This will require to be resourced, with funding requiring to be prioritised towards third sector and public services who are able to help communities build their capacity and ability to engage with organisations.

Additionally, a move towards preventative spend will require disinvestment in other areas which may be unpalatable to communities and politicians. However, by engaging in robust engagement with communities, the difficulties facing organisations can be explained, and communities can take a role in helping facilitate the changes required.

4.1.2 Getting it Right for Every Child, Citizen and Community: A Nurturing Inverclyde

The Scottish Government introduced *Getting it right for every child* as the vehicle for achieving their social policy framework. *Getting it right for every child* (GIRFEC) is a national approach which is relevant to each and every child in Scotland and affects every practitioner working in children and family services in the public and voluntary sectors.

The Inverclyde Alliance would like to take this approach a step further and has made a commitment to get it right for every citizen and community, focussing on making Inverclyde a place which nurtures all its citizens, ensuring that everyone has the opportunity to have a good quality of life and good mental and physical wellbeing.

Recognising the cross cutting nature of the outcomes set out in the SOA and the GIRFEC wellbeing outcomes, wherever possible we will cross reference between the two. The wellbeing outcomes from GIRFEC, adapted to fit the wider community (GIRFECCC), are set out below.

We want all our citizens' to be:

- Safe** Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in.
- Healthy** Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.
- Achieving** Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work , leisure or the community.
- Nurtured** Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
- Active** Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.
- Respected and Responsible** Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community.
- Included** Overcoming social, educational, health and economic inequalities and being valued as part of the community.

Key to these wellbeing outcomes is a move to prioritise early intervention approaches, as the many problems experienced by those citizens who live in the most deprived areas in Inverclyde will not be 'fixed' overnight. The Alliance will work to develop early intervention/preventative approaches, particularly around the three core areas set out in the Spending Review 2012/13 and Budget 2013/14, which are:

- Supporting adult social care
- Early years
- Tackling re-offending

Preventative approaches to supporting adult social care are being developed through the local Community Health and Care Partnership and through the local outcome focussing on tackling health inequalities. An aging population makes this an imperative for all agencies delivering on adult social care in Inverclyde, and approaches which will help the local population stay fit, active and independent as they age will ensure better outcomes for all older people. Whilst this SOA does not have a specific local outcome for older people, information on older people is set out in chapter 7.

Early Years early intervention and preventative approaches are being developed through the local outcome focussing on getting the best start in life for our young people, through the Integrated Children's Services Partnership. Our young people are our greatest resource and making sure

that they have the support and care they need to grow up into responsible, caring, active, achieving adults is core to the business of all partners.

Approaches to tackling re-offending are already being addressed through the local outcome which focuses on social regeneration and area renewal, identifying whole systems approaches to dealing with youth offending. Again, supporting young people who get into trouble and diverting them from future negative outcomes ensure they have better opportunities in life, and those in the community around them do not experience negative impacts of offending behaviour.

Each of these areas are being supported by change funds being made available from the Scottish Government, which Inverclyde has access to a small proportion of. Partners will need to work better together to enhance any funding received from the change funds, to get better outcomes for these three areas. Additionally some of this funding has been diverted from other areas, which still requires partners to identify areas where we will disinvest, in order to afford a move to early intervention and preventative spend where possible.

4.2 Local Context

4.2.1 Inverclyde's Current Position

Inverclyde is located in West Central Scotland and is one of the most attractive places in Scotland to live and work, with 61 square miles stretching along the south bank of the River Clyde. The area offers spectacular views and scenery, a wide range of sporting and leisure opportunities, a vibrant housing market and well developed transport links to Glasgow and the rest of Scotland.

The main towns of Greenock, Port Glasgow and Gourock sit on the Firth of the Clyde. The towns provide a marked contrast to the coastal settlements of Inverkip and Wemyss Bay which lie to the South West of the area and the picturesque villages of Kilmacolm and Quarriers Village which are located further inland, and offer a further dimension to the area's diversity, particularly in social, economic and physical terms.

A strong sense of community identity exists within Inverclyde and to local neighbourhoods in particular. Local citizens are rightly proud of their area, and its history which is steeped in centuries of maritime and industrial endeavour.

If the area is to realise its vision, its ambitions and achieve particular strategic outcomes, it must have a full appreciation and understanding of its current socio/economic position. This is essential before embarking on a programme of strategic change through both the Community Plan and this Single Outcome Agreement.

4.2.2 Scottish Index of Multiple Deprivation (SIMD)

Statistics from the Scottish Index of Multiple Deprivation tell us that Inverclyde has particular problems in regard to deprivation and poverty.

National Share⁶:

- The number of Inverclyde datazones in the 5% most deprived in Scotland has fallen by 3 from 17 in 2009 to 14 in 2012. This equates to 12.7% of all Inverclyde datazones in the 5% most deprived category. This is compared to 13 (4%) in 2006 and 6 (1.8%) in 2004.
- The number of Inverclyde datazones in the 15% most deprived in Scotland increased by 2 from 42 in 2009 to 44 in 2012. This was as a result of 2 datazones moving out the 15% most deprived (for the first time) whilst 4 datazones moved into this category. This is compared to 42 (4.3%) in 2006 and 36 (3.7%) in 2004.

⁶ The national share is the no. of data zones in the local authority area in the 5, 10, 15 or 20 % most deprived in Scotland as a proportion of the total no. of data zones in the 15% most deprived in Scotland

Local Share⁷:

- In SIMD 2012, 14 (12.7%) of Inverclyde's 110 datazones were found in the 5% most deprived datazones in Scotland, compared to 17 (15.5%) in 2009, 13 (11.8%) in 2006 and 6 (5.5%) in 2004.
- In SIMD 2012, 44 (40%) of Inverclyde's 110 datazones were found in the 15% most deprived datazones in Scotland, compared to 42 (38.2%) in 2009, 42 (38.2%) in 2006 and 36 (32.7%) in 2004.

The table below shows the changes in the national and local share between SIMD 2009 and SIMD 2012.

SIMD Domain	National share(%) of 15% most deprived datazones		Local share(%) of 15% most deprived datazones	
	2012	2009	2012	2009
ALL DOMAINS	4.5%	4.3%	40%	38.2%
INCOME	4%	4.1%	35.5%	36.4%
EMPLOYMENT	4.3%	4.3%	38.2%	38.2%
HEALTH	4.8%	4.7%	42.7%	41.8%
EDUCATION	2.6%	2.4%	22.7%	20.9%
HOUSING	2%		18.2%	
ACCESS	1.4%	3.9%	12.7%	34.5%
CRIME	2.7%	2%	23.6%	18.2%

There are three key clusters of deprivation in the area. South West Greenock, Greenock East/Central and Port Glasgow are among the most deprived 15% of wards in Scotland. There are two intermediate zones in Inverclyde where all the datazones within that intermediate zone are in the 15% most deprived in Scotland. These zones are:

- Greenock Town Centre and East Central
- Braeside, Branchton, Lower Larkfield and Ravenscraig

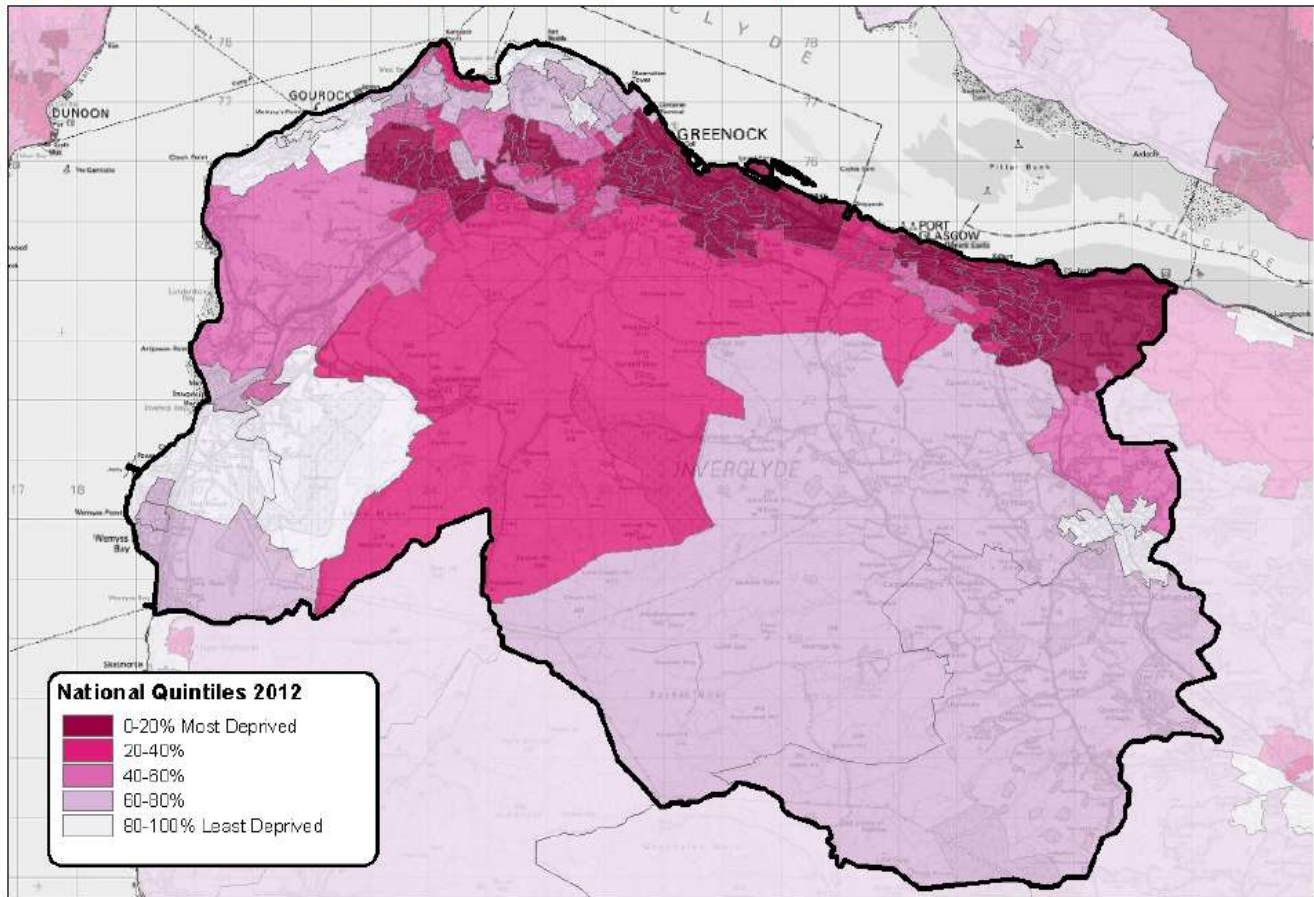
However the most deprived datazone on the overall SIMD 2009 in Inverclyde is S01004042 with a rank of 75. It can be found in the Intermediate Zone of Port Glasgow Mid, East and Central. This datazone covers parts of Robert Street, Clune Brae, Ardmore Road, Glasgow Road and Greenock Road, and all of Selkirk Road, Ashgrove Lane, Wilson Street, Montgomerie Street, Bruce Street, Wallace Street, Clune Park Street, Maxwell Street and Castle Road. The second most deprived datazone in Inverclyde, with a rank of 87, is S01004032 which covers much of the Woodhall/Kelburn area. These areas are the focus of particular interventions in regards to dealing with substandard privately owned housing, crime and anti social behaviour and building the resilience and capacity of communities who live there.

Map 1 below shows the diverse geography of Inverclyde and shows that the higher percentage of deprived datazones are predominantly centred around the water front and urban setting of Greenock, Port Glasgow and to a lesser extent Gourock. It also serves to demonstrate the rural nature of much of Inverclyde where overall deprivation is far less of an issue.

⁷ The local share is the no. of data zones in the local authority area in the 5, 10, 15 or 20 % most deprived in Scotland as a proportion of the total no. of data zones in the local authority area

Map 1

Map: Levels of deprivation in Inverclyde in SIMD 2012 by quintile



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There is a significant gap between our more affluent areas and those which experience high levels of poverty and deprivation. Poverty and deprivation clearly limit opportunities and choice. In Inverclyde one in three residents live in areas considered to be among the most deprived 15% in Scotland, and the incidence of poverty and deprivation mirrors the stark inequalities in health outcomes.

This indicates that there is a great deal of work needed to “narrow the gap” and reduce inequalities that exist between these areas and those which are better off e.g. Kilmacolm, West Greenock, Gourock, Inverkip and Wemyss Bay. Parts of Inverclyde are witnessing improvements, but not all of the population is enjoying the benefits of regeneration efforts. Despite thirty years of both national and local government initiatives and investment, the characteristics of our most deprived areas have largely remained almost the same.

In our most deprived and disadvantaged areas, people face multiple problems, such as high levels of worklessness, ill health, fear of crime, poor educational achievement, low aspirations, low levels of confidence, low income, poor housing and environment. The resulting poverty and deprivation limits opportunities and choice. This is why we have identified tackling inequality as a key principle which will underpin everything that we do through this SOA.

The greatest challenge we face at present is the reduction in funding across the public sector, which has impacted on plans to redevelop the area. Partners in the CPP need to re-evaluate what will be possible with restricted funding, and make sure that residents are effectively connected to the benefits and opportunities that any future developments will bring. Too many residents still face the challenge of social deprivation, including low incomes, low skills, unsuitable housing and poor health.

A move to early intervention and preventative spend will focus on developing the capacity and capability of the communities who live in the most deprived areas, as previous efforts have not made the step change which agencies have aimed for. By combining our efforts to achieve the outcomes agreed, by ensuring the people who need our help are at the centre of any approaches, and by accepting that it is the delivery of all the outcomes (not just one approach) that will make the difference, we aim to lift Inverclyde's most deprived areas out of poverty.

There are a number of specific social, economic and environmental challenges and issues facing the Inverclyde area which are detailed under each outcome in chapter 7.

5. Where Do We Want to Be?

The Community Planning Partnership vision for Inverclyde is:

‘Getting it right for every Child, Citizen and Community’

This means that the Alliance will work in partnership to create a confident, inclusive Inverclyde with safe and sustainable, healthy, nurtured communities, and a thriving, prosperous economy, with active citizens who are resilient, respected and responsible and able to make a positive contribution to the area.

The Inverclyde Alliance, in partnership with communities, wants to deliver an Inverclyde in which:

- there is a stable population with a good balance of socio economic groups.
- all our communities are safe, healthy, achieving, nurtured, active, respected, responsible and included.
- there are low levels of poverty and deprivation.
- communities are more capable and resilient, and who are able to be ‘co-producers’ in achieving positive outcomes for themselves, moving away from dependency to self reliance.
- communities are involved in the development and delivery of services and initiatives to tackle the ‘wicked issues’ in the worst performing communities, which suffer the worst multiple impacts of persistent disadvantage.
- communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.
- there is a diversified business base with emphasis on developing businesses with growth potential to strengthen the economic base.
- there is a prosperous economy, with access to learning and jobs where everyone who is able to work is in work, thereby reducing levels of poverty and giving people improved opportunity and chances.
- there is a healthy population, with health inequalities between those who are better off and those living in poverty reduced. We want the people of Inverclyde to live longer, healthier lives and take a more active role in keeping themselves healthy.
- a positive culture change has taken place in attitudes to alcohol, and alcohol misuse, resulting in fewer associated health problems, social problems and reduced crime rates.
- all our young people have the best start in life, where from pre-birth, through to their adult lives, they are equipped with the skills, knowledge, capability and support to be safe, healthy, achieving, nurtured, active, respected, responsible and included. Our children are our most valuable asset and the future of Scotland, and we need to remove the barriers to positive outcomes for them, focussing on prevention and early intervention.

- all children, citizens and communities in Inverclyde play an active role in nurturing the environment to make the area a sustainable and desirable place to live and visit.
- all older people living in Inverclyde have healthy, productive, active and included lives, preferably living in their own homes with access to the services they need, when they need them.
- all our communities have good mental health and wellbeing which is integral to the achievement of all the local outcomes for Inverclyde.

A focus on particular communities

We want to get it right for everyone in Inverclyde, but recognise that particular communities require special attention as set out in the previous chapter. Those areas which are identified as being subject to multiple deprivation will receive targeted interventions in regard to housing, health, community safety, environmental improvements and community capacity building. The areas we will focus on are Clune Park, Woodhall, Greenock East, Larkfield/Ravenscraig and Broomhill. All of these areas are in the 0-5% most deprived in the SIMD 2012.

Many initiatives are already being taken forward in these areas, particularly around the demolition and re-provision of housing. In Broomhill for example work is underway to develop the site of the former Wellington Academy, to renew facilities at St Patrick's Primary School and a joint asset management plan is being developed between the Council and the NHS for Greenock Health Centre. Housing in the area is being refurbished or demolished where funding allows.

The delivery vehicles for driving partnership improvement actions in these areas are the Outcome Delivery Groups for the Single Outcome Agreement.

5.1 Outcomes and Commitments

5.1.1 Inverclyde's Local Strategic Outcomes for 2012/17

In order to get to where we want to be the CPP has agreed a number of local priority outcomes.

To develop the SOA the Alliance looked first at what were the priority issues for Inverclyde, identified the key local priorities for delivery, and then looked at how these would contribute to the delivery of the national outcomes. Community Engagement has underpinned the whole process.

The eight local outcomes identified contribute to the majority of the fifteen national outcomes, with no direct correlation to one of the outcomes, as explained before the tables which follow in chapter seven. Delivered as a whole, this SOA will contribute to all the national outcomes and purpose targets, as identified by the Scottish Government.

This SOA sets out, at a strategic level, what have been identified as the key priorities for Inverclyde, in line with the national outcomes. The detail of how these will be delivered sits within a variety of plans across all the organisations delivering services in Inverclyde. These outcomes will guide the work of all the Community Planning partners for a longer period of time than the five year life of the Single Outcome Agreement. Partners are committed to a sustained effort in making an impact on these outcomes, recognising that success will not be achieved in the short to medium term.

Based on a range of factors including local evidence, knowledge of the area, partner experience and the priorities and aspirations of the local community the following local strategic outcomes have been established:

1. Inverclyde's population is stable with a good balance of socio-economic groups.
2. Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.
3. The area's economic regeneration is secured, economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.
4. The health of local people is improved, combating health inequality and promoting healthy lifestyles.
5. A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.
6. A nurturing Inverclyde gives all our children and young people the best possible start in life.
7. All children, citizens and communities in Inverclyde play an active role in nurturing the environment to make the area a sustainable and desirable place to live and visit
8. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

All of these outcomes are informed by and cross cut with the GIRFECCC wellbeing outcomes outlined earlier in chapter 4.1.2.

6. How will we get there?

We will achieve the vision for Inverclyde through better partnership working, breaking down the barriers across partner organisations to make sure we can work better together, including identifying where we can better pool resources.

The issues facing Inverclyde are complex and challenging. There is a recognition within this SOA that there are no quick fixes or solutions for the area. The SOA, however, does provide a real opportunity to galvanise the public, private and third sectors and the community, to work together to ensure the delivery of the outcomes.

To achieve this there is a need for an appropriate organisational structure to aid the delivery of this SOA. The strategic outcomes cannot be addressed, progressed or ultimately resolved by one organisation working alone. The Inverclyde Alliance has reviewed its organisational structures to ensure it is fit for purpose to respond to the changing demands being placed on Community Planning Partnerships.

The Alliance takes a long term view of needs within Inverclyde and brings together all the different groups that have a role to play. Its role is to develop and achieve a shared vision for the future using the resources at its disposal and concentrating its collective efforts on achieving the things that matter - the outcomes contained within this agreement.

6.1 Focus on local areas

The CPP will focus on the SIMD datazones in Inverclyde who are in the worst 15% of deprived datazones. Using the information available it will target joint and shared interventions to the people and communities who most need help. Universal interventions and services will still be on offer for those who are more capable and able to access services as required, but targeted services will need to be developed to help those in the most deprived and disempowered areas.

As mentioned in chapter four there is a need for a shift in culture and focus to working with communities to build their capacity and ability to be 'co-producers' in achieving positive outcomes for themselves.

6.2 Structure for Delivery

The structure for delivery of the SOA is as follows:



6.2.1 Role of Inverclyde Alliance Board in Relation to the Single Outcome Agreement

The role of Inverclyde Alliance Board in relation to the SOA is to lead the development and delivery of the strategic outcomes highlighted in the Single Outcome Agreement and to embed these into partners planning and business processes. The Alliance Board has a scrutiny role in the performance management of the SOA, with quarterly reports submitted to Board meetings.

The membership of the Alliance Board is listed in chapter 3.1.

6.2.2 SOA Programme Board

The main function of the Programme Board is to oversee the delivery of the outcomes and ensure effective co-ordination of programmes/projects and key information, as well as looking at the cross cutting issues arising across the Outcome Delivery Groups.

In addition to the Lead Officers (see below) of the Outcome Delivery Groups the Programme Board also has representation from other organisations not represented by the lead officers – representation can be co-opted from organisations as the need arises. It also includes representation from the local newspaper in an attempt to get positive messages out about the progress being made towards the outcomes for Inverclyde, and to ensure a better understanding of the challenges faced by organisations in delivering outcomes.

The Programme Board where possible refer issues on to existing mechanisms for delivery e.g. Community Safety Partnership, Alcohol and Drug Partnership, or to set up short life 'task and finish' working groups on particular issues. They are also able to draw in other organisations/partnerships or initiatives as the need arises e.g. in regard to tourism, culture etc.

6.2.3 Outcome Delivery Group Lead Officers

The Lead Officers facilitate and co-ordinate the development of outcome delivery plans, with actions identified which each partner can take away and embed within their business plans as well as pieces of joint work.

Each lead officer is also responsible for liaising with their organisation to inform and assist in the delivery of the SOA. Given the cross cutting nature of the outcomes this will promote joint working across the outcomes, particularly where there are impacts across more than one outcome from one action.

6.2.4 Outcome Delivery Groups

The Outcome Delivery Groups (ODGs) have representation from across the various organisations involved in Community Planning in Inverclyde and those with an interest in the outcome area. People can be co-opted onto groups for particular issues, keeping membership tight and relevant to those involved. The whole process needs to be as dynamic as possible, focussing on actions and delivery and allows for changes and amendments to membership.

Outcome Delivery Groups, in the first instance are tasked with:

- ensuring that partners review the actions set out in their business plans and identify which contribute to each of the local outcomes

- developing outcome delivery plans setting out actions which will be delivered on a partnership basis to fill any gaps in service delivery, or which will better co-ordinate existing work taking place in regard to their local outcome, reviewed on an annual basis
- identifying opportunities for projects which could take place across more than one outcome area
- managing and co-ordinating delivery
- monitoring and reporting on performance to Programme Board and Scottish Government via Annual Performance Report.

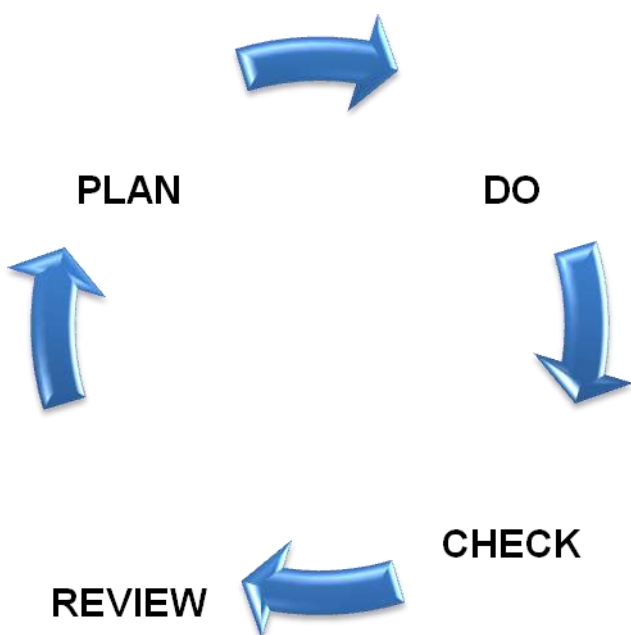
Community Engagement informs the whole process and feedback from representatives of the communities of Inverclyde, and voluntary organisations delivering services in the area, is fed into the Programme Board and ODGs to be taken account of in the development and delivery of plans. The Community Engagement and Capacity Building Network co-ordinates community engagement across Inverclyde and feeds this into the Alliance and Programme Boards.

The Alliance Board has ultimate responsibility for driving forward the renewal of Inverclyde through this SOA. Partners will be encouraged to reflect the area’s strategic outcomes in their respective business/service planning processes. This will enable partners either working together or alone to structure their services and change programmes around a limited number of strategic outcomes.

6.2.5 Improvement and self evaluation

Improvement and self evaluation are key to ensuring that the CPP and the wider structures which support the partnership remain on track and focussed on service improvement and delivery which will help to deliver the local outcomes as set out in this SOA.

Practice, planning and performance management is a cyclical process following the cycle of plan, do, check, review.



Our **plans** for where we want to be are set out in this SOA, as well as the business and directorate plans for all the partners in the Inverclyde Alliance.

The Outcome Delivery Groups within the Community Planning Partnership are responsible for making sure we **do** what we plan and make sure we get where we want to be. The Programme Board and Alliance Board oversee this.

The performance management of this SOA and the Outcome Delivery Plans allows the CPP to **check** on its progress in delivering to the targets set out in this SOA.

Each year the CPP, the SOA and the Outcome Delivery Groups will **review** their plans and progress to ensure that they remain on track and continue to deliver towards the achievement of the local outcomes.

7. How will we know we are getting there?

7.1 How we will performance manage this SOA

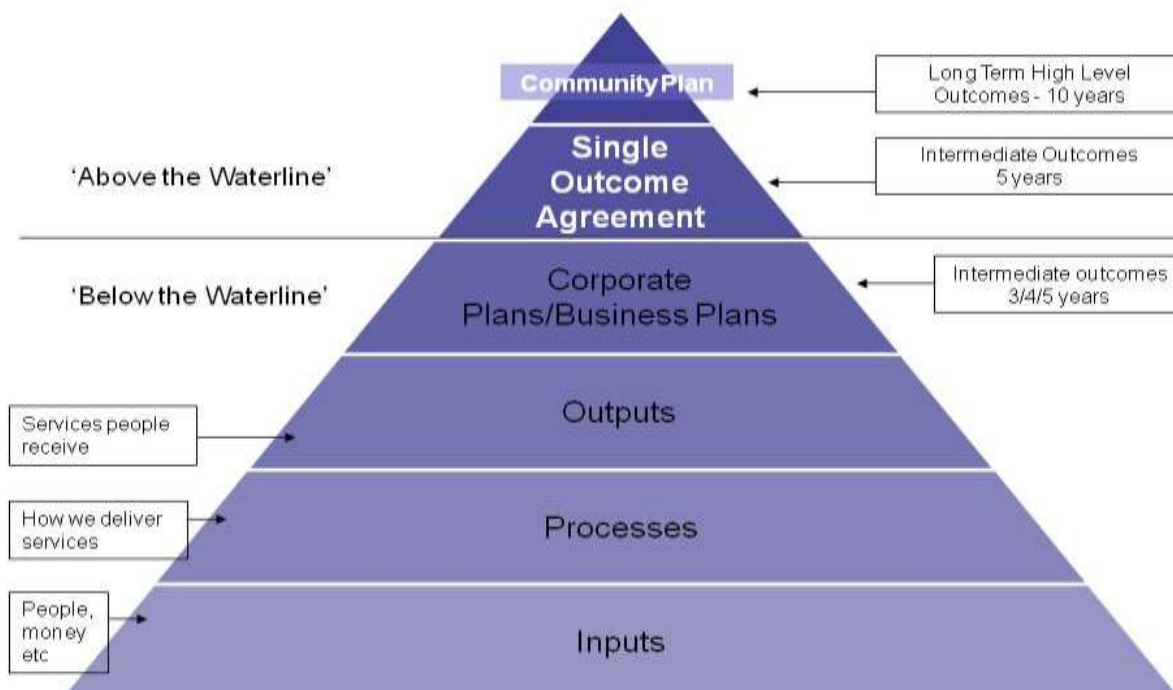
For the Inverclyde Alliance, performance management needs to sit at the core of the delivery of this Single Outcome Agreement. As outlined above this means partners through the Alliance via the Community Plan and the SOA need to:

- Set out what they wish to achieve
- Plan it
- Deliver it
- Check progress in delivering it

The SOA is a five year document, but we will review progress on an annual basis and make adjustments as required to ensure partners can continue to deliver the outcomes.

The SOA sets out outcomes and measures which sit 'above the waterline' in terms of how the Inverclyde Alliance will know, collectively, it is making a difference. High level strategic indicators are supported 'below the waterline' by more detailed performance management information, which will not be reported on through the SOA, but are reported elsewhere to a number of different bodies and Scottish Government departments.

The diagram below sets out the pyramid of performance reporting:



A reliable and user friendly system of performance management is fundamental to the success of effective monitoring and reporting on this SOA. Inverclyde Performs, Inverclyde Council's Electronic Performance Management System will be used to manage the performance of the SOA.

The benefit of this system is that any indicators in the SOA as well as additional information held by partners, which has been assessed as showing how a service or initiative contributes to the delivery of an outcome, can be referenced to that outcome. Ultimately, the plan is to show the 'golden thread' of how everything we deliver in Inverclyde links to an outcome, demonstrating commonality of purpose across services and partner agencies.

The system shows red/amber/green (RAG) status for each action and indicator entered, and performance reporting and management is built around exception reporting, whereby red or amber actions or indicators are flagged up to Outcome Delivery Groups, the Programme Board, the Alliance Board, management teams and committees. A commentary can be entered into the system to outline what mitigating action will be taken to address the failing indicator or action and to improve performance, or to explain why performance is not as anticipated.

Currently the indicators set out in the SOA are reported on annually, but underpinning these are the Outcome Delivery Plans, where performance is reported quarterly to the Programme and Alliance Boards. These have been further developed recently to include some 'below the waterline indicators' which will also be reviewed quarterly.

Where performance drops below expected levels the SOA Programme Board will scrutinise those plans and a plan of mitigating action will be requested from lead officers responsible for the delivery of the local strategic outcome. More detailed monitoring will be instigated until the situation is rectified and resolved.

The indicators set out in the tables below are used to performance manage the SOA. They help to build up a picture of how we are moving towards the achievement of our local outcomes. They do not cover every area of work undertaken by the CPP but aim to show, overall, what impact the delivery of the SOA is having on outcomes for communities.

7.2 Resources

The new Scottish Government Guidance on Single Outcome Agreements suggests that the SOA 'show how the total resource available to the CPP and partners has been considered and deployed in support of the agreed outcomes, especially in ways which promote prevention, early intervention and the reduction of inequalities'.

The Inverclyde SOA Programme Board has agreed that identifying the financial resources which each partner brings to bear on the preventative and early intervention action, which will influence the delivery of the outcomes set out in this SOA, would be an onerous and time consuming task, with little value. Identifying the broader resources which partners bring to the table is a more useful exercise.

Inverclyde Alliance is working towards having a better understanding of all the resources which are employed by partners in the delivery of outcomes, but does not have the capacity or time to set out the detail in this iteration of the SOA.

The example set out below is from Scottish Fire and Rescue, of the resources they employ in the delivery of the local Inverclyde outcomes. Additional work will take place over the life of this SOA to clarify partner input across each Outcome Delivery Group.

Scottish Fire and Rescue Service (SFRS)

All Fire & Rescue staffing resources in Inverclyde are available to promote Fire Safety and home/workplace safety by:

- Providing information and advice to the public
- Providing advice to businesses and duty holders regarding fire law and their responsibilities
- Providing Home Fire Safety visits in homes which includes conducting risk assessments, providing safety advice, providing smoke & heat alarms where appropriate
- Providing fire safety advice to young people in schools and youth groups
- Provision of Fire safety, home safety and general safety courses and multi-agency safety initiatives with community planning partners
- Providing road safety advice to young people and youth groups in partnership with other responsible agencies
- Engaging with local authority, private, and third sector organisations who have service users who are considered to be at greater risk from fire- in order to promote fire safety and reduce the risk
- Providing a staffing commitment to Community Planning working and thematic groups in order to promote a multi-agency approach to resolution of issues affecting Inverclyde
- Providing statistical information to the Partnership hub (based at Greenock Police station) which will assist in identifying high risk areas for multi-agency services delivery in Inverclyde

As a public sector organisation Fire & Rescue are committed to working in partnership (and support the principles of the Christie report) not only to improve fire & road safety but also to work in partnership to assist whenever they can, to improve the general health, wellbeing and safety of the public in Inverclyde.

A particular example of developing work which will help to prevent accidents is:

- Fire & Rescue services in the previous Strathclyde Area conducted over 20,000 Home Fire safety visits last year, where they visited to look at Fire risk only. Work is on-going at the Scottish level, in partnership with ROSPA, to look at a more general safety risk assessment which staff could conduct whilst being in people's homes. This would include risk of slips, trips and falls particularly for older people.

SFRS are aware that there is evidence from Health colleagues that when people of a certain age (who were in the main healthy and fit) have a serious fall that results in hospital services, then this can lead to increased risk of infection, muscle loss, mobility problems, and general demise of health . Health colleagues have stated that the first serious fall for an elderly person is likely to be a trigger which may be the beginning of the end of good health for elderly people. That developmental work is still on-going but it has the potential to improve health outcomes for the elderly by preventing falls and associated injury.

SFRS are aware that there is a current cost of services on health and other partners from slips, trips and falls which does affect the public purse. Involvement of Fire & Rescue services in this regard, to reduce slips, trips and falls may not lead to direct savings for Fire & Rescue services but it may lead to savings to health services in general.

Fire & Rescue activities are designed to reduce demand on SFRS and reduce death, injury and destruction caused by fire, however the implications of reducing fire do have an impact on wider societal issues which are reflected in the SOA. Some more detail is shown detailed below:

- A reduction in the number of dwelling fires will add value to the SOA by
 - Preventing accidental fire deaths and societal loss
 - Preventing fire related injuries and hospital admissions
 - Reducing damage to housing stock
 - Reducing environmental damage from smoke and gases
 - Reducing loss to employers, businesses and education services caused by adults and children being injured in fires
 - Reducing the visual impact of burnt out buildings which may deter people and business relocating in Inverclyde – associated with depopulation

A reduction in deliberate fires will, in addition to the above, impact on Anti Social Behaviour and crime reporting & public perception.

Currently SFRS attend the following CPP main groups: Alliance board; SOA 2 group (which includes the Community safety reference); Adult protection committee; and Alcohol & Drugs partnership. Contributions at all of these assists with the delivery of the outcomes for the relevant SOA indicators.

Local Outcomes

Under each local outcome below, examples of the preventative and early intervention work which is already underway is captured. Where specific amounts of money are known they are stated. As mentioned above Inverclyde Alliance will continue to work to identify how resources are deployed against each outcome, looking particularly at the worst deprived areas in Inverclyde.

7.3 Linkages Between Local and National Outcomes

7.3.1 Local outcomes mapped to national outcomes

There is a close synchronisation between our local outcomes and particular national outcomes. Considerable effort has been made to ensure the outcomes determined are rooted in and reflect Inverclyde's local context.

Local SOA Outcome		National Outcome	
1	Inverclyde's population is stable with a good balance of socio-economic groups.	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.
2	Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life	7	We have tackled the significant inequalities in Scottish society.
		11	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
		9	We live our lives safe from crime, disorder and danger.
3	The area's economic regeneration is secured, economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.	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 local people.
		3	We are better educated, more skilled and more successful, renowned for our research and innovation
		9	We live our lives safe from crime, disorder and danger.
4	The health of local people is improved, combating health inequality and promoting healthy lifestyles.	6	We live longer, healthier lives
		8	We have improved life chances, for children, young people and families.
		15	Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it
5	A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer	5	Our children have the best start in life and are ready to succeed.
		6	We live longer, healthier lives

Local SOA Outcome		National Outcome	
	associated health problems, social problems and reduced crime rates.	8	We have improved life chances, for children, young people and families.
		9	We live our lives safe from crime, disorder and danger.
6	A nurturing Inverclyde gives all our children and young people the best possible start in life.	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.
		8	We have improved life chances, for children, young people and families.
7	All children, citizens and communities in Inverclyde play an active role in nurturing the environment to make the area a sustainable and desirable place to live and visit	10	We live in well designed sustainable places, where we are able to access the amenities and services we need.
		12	We value and enjoy our built and natural environment and protect it and enhance it for future generations.
		14	We reduce the local and global environmental impact of our consumption and production.
		9	We live our lives safe from crime, disorder and danger.
8	Our public services are high quality, continually improving, efficient and responsive to local people's needs	16	Our public services are high quality, continually improving, efficient and responsive to local people's needs.

7.3.2 National Outcome 13

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

Given the issues regarding poverty and deprivation in the Inverclyde area the Alliance feels that it would rather focus on the local outcomes which will make the biggest difference to improving the quality of life for local communities. Our ongoing work regarding Art and Culture will support the delivery of this outcome, but it was not felt necessary to reflect it in this higher level, strategic document. The Alliance feels that it would be difficult to measure this outcome without significant investment in consultation and engagement with the communities of Inverclyde, which it cannot make at this time and which it does not feel appropriate to prioritise at this time.

The Alliance believes that the activities identified in relation to national outcomes 4, 7 and 11 which specifically contribute to community cohesion, and can be better measured, will contribute to the delivery of this outcome.

7.3.3 Cross Cutting Nature of Outcomes

Each of the national and local outcomes are cross cutting in nature, with particularly health, alcohol, employability and successful communities featuring as an aspect of all outcomes. For the vision for Inverclyde to be achieved, all outcomes have to be achieved, and in most cases each outcome cannot be delivered in isolation, but are reliant on the delivery of each other.

7.3.4 Local Outcomes Templates

In order to keep a tight local focus on how the Inverclyde Alliance will measure progress towards the delivery on the local outcomes as agreed, the measures have been developed using a local outcome template. The Alliance believes that the following tables reflect the right measures to show change in regard to the eight local outcomes on an Inverclyde wide basis, whilst indicating how this change will contribute to the achievement of the national outcomes.

Local Outcome 1: Inverclyde's population is stable with an appropriate balance of socio-economic groups

Why is this outcome in our SOA?

In Inverclyde we are nurturing our population to help us address the issue of depopulation which is one of the biggest challenges facing the area. Inverclyde has suffered one of the steepest rates of population decline across the UK and this has major implications for both the design and delivery of public services and the competitiveness and attractiveness of the local economy.

Inverclyde's population grew quickly through the late 19th century and the first part of the 20th century – peaking at 137,000 in 1951. This population growth was driven by industrialisation. The strength of the shipbuilding industry and port functions in Greenock and Port Glasgow – and the jobs they sustained – attracted people from across Scotland and beyond to live in Inverclyde.

Since this post war peak, however, population decline has been steady and dramatic. In 1951 Inverclyde's population was 137,000 but this had fallen to 90,103 by the time of the 1991 Census, a decrease of 35%. Our population is continuing to fall; at the time of the 2011 Census the population of Inverclyde was 81,500, down from 84,200 at the 2001 Census, representing a further decline of 3%.

Inverclyde's rate of depopulation is more severe than other parts of the UK and is amongst the highest in Scotland. The rate of Inverclyde's depopulation was proportionately larger than any other local authority in the UK between 1981 and 2009. During this period Inverclyde's population decreased by almost 21% (21,000 people). Over the period 2001- 2011 Inverclyde had the second highest drop in population of all Scottish Councils.

On average during 2010/11 there was a new outflow of 311 people from Inverclyde, meaning that fewer people entered Inverclyde (1,292) than left (1,603). The 16 to 29 year olds age group accounted for the largest group of in-migrants into Inverclyde. The largest group of out-migrants was also the 16 to 29 year olds.

Population forecasts suggest that the population could fall to around 66,488 by 2035, a further decrease of 17% compared to the estimated population in 2010 (updated figures using the Census 2011 data are not yet available). This is the greatest projected decrease in population of any other Council in Scotland and is due to net migration (in-migration minus out-migration) and natural change (births minus deaths).

Population decline has been selective and has had a greater impact on young people, young families and working age people. A review of the age profile shows that between 2001 and 2011 the number of young people fell sharply in Inverclyde. The number of young people aged under 15 years fell by 16% over this 10 year period. In addition, whilst most Council areas saw an increase in the number of pre-school children over the same period, Inverclyde's pre-school population has fallen by 6%.

The population age grouping of 15 to 64 year olds also fell by 1.9% in Inverclyde whilst the same age group in Scotland has increased by 6% over the period 2001 – 2011.

Conversely, Inverclyde's population aged 65 and over has increased by 5.6%, however within this there has been a significantly higher increase of 14.4% in the number of residents aged over 80. This correlates to GRO Scotland population projections which suggest that the age group in Inverclyde which will increase the most is the 74+ age group. A definite growing elderly population will impact on the provision of specific public sector services, particularly health and social care as

the elderly/frailer population will require more intensive support. A decline in family networks due to depopulation will impact on the number of family members who can play a caring role and the declining working age population means recruitment difficulties will arise from an ageing population.

Population decline has serious implications for future service provision and the wider economy.

- Depopulation has the potential to undermine the ability of Inverclyde to attract and retain investment to create competitive retail, leisure and nightlife activities.
- The decline in the area's working age population undermines the ability of existing firms to source labour locally and has the potential to undermine the area's attractiveness to potential inward investors.
- There will be less demand for services associated with young people such as schools and nurseries, but disinvestment from these might make in-migration less attractive for families.
- A growing elderly population will impact on the provision of particular public sector services, particularly health and social care as the elderly/frailer population will require more intensive support, and there will be fewer familial carers to support statutory service delivery.
- The provision of transport networks and the local hospital could become unsustainable without the people to use them.
- Concentration of multiple deprivation will occur, as the communities who are worst off are the ones who will not be able to leave the area or improve their circumstances without significant investment.

What early intervention and preventative spend approaches are we deploying?

- We are currently developing a promotional campaign that will help to raise the profile of existing services and facilities in Inverclyde and encourage more people to live, work and visit the area.
- To help retain existing population we are working in partnership with Greater Glasgow and Clyde Health Board to maintain and develop quality health services.
- A range of housing related measures are being introduced to help attract new people and business into the area. For example, assistance with initial housing costs and access to housing, assisting the development of self build housing schemes, assisting householders take advantage of renewable energy systems and the introduction of a service aimed at helping people move into the area.
- A range of initiatives aimed at increasing employment opportunities and support provided to businesses will help us to retain existing population.

What have communities told us?

In Winter 2010 we asked members of the Citizen's Panel about their experience of living in Inverclyde and their perception of what makes an area a good place to live.

- The vast majority of respondents (92%) have lived in Inverclyde for over 10 years. Only 3% have lived in the area less than 5 years.

- 72% of respondents said that the environment (countryside and coast) was the aspect they liked most about living in Inverclyde. This is followed by location (59%), good transport linkages (36%) and nice people (25%).
- Respondents in the worst 15% of data zones are inclined to state more good transport linkages (43%) than those in the rest of Inverclyde (32%).
- Almost half of respondents (48%) have considered leaving Inverclyde.
- The overwhelming majority of respondents (90%), stated that tackling 'lack of employment opportunities' would encourage people to stay in Inverclyde. This is followed by tackling crime and anti-social behaviour (81%).
- The issues that people feel are least likely to encourage them to stay in Inverclyde are better leisure facilities (20%) and better promotion of Inverclyde (18%).
- The top issues that people feel are important in making a locality a good place to live include job prospects (70%), crime levels (58%) and affordable, decent housing (52%).

What will be different for communities in 10 years?

- Inverclyde will be a more attractive place to live and work with excellent education provision, leisure facilities, transport links, good quality housing and employment opportunities.
- There will be more opportunities for young people who wish to stay in Inverclyde after they leave school.
- New people and businesses will move into Inverclyde.
- The existing population will be satisfied with Inverclyde as a place to live and remain living in the area.

What resources are available to achieve this outcome?

£1million has been secured from Inverclyde Council to deliver a number of actions set out in the Repopulation Outcome Delivery Plan.

What national outcomes will this local outcome help to achieve?

Government purpose target:

Population Growth -

To match average European (EU15) population growth over the period from 2007 to 2017, supported by increased healthy life expectancy in Scotland over this period

Indirect 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.

7. We have tackled the significant inequalities in Scottish society.

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.

Wellbeing Indicators

Achieving, respected, included

Indicator/s (noting frequency / type / source)	2007/08	2008/09	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
Total Population of Inverclyde Annual/Mid year population estimates http://www.gro-scotland.gov.uk/files2/stats/council-area-data-sheets/inverclyde-factsheet.pdf 2011 Census http://www.scotlandscensus.gov.uk/en/	81,080 (estimate)	80,780 (estimate)	80,210 (estimate)	79,770 (estimate)	81,500 New 2011 census figure	Stabilise Inverclyde's population at 80,000	Grow Inverclyde's population
Satisfaction with Inverclyde as a place to live. Biennial/Questionnaire/Citizens' Panel	67% very or fairly satisfied	n/a	72%	n/a	n/a	Increase satisfaction to 74%	Increase satisfaction with Inverclyde as a place to live
Satisfaction with neighbourhoods as a place to live (links to national indicator 28) Biennial/Questionnaire/Citizens' Panel	79% rate their neighbourhood as a very good or good place to live	n/a	87%	n/a	n/a	Maintain satisfaction at 87%	Increase in proportion of people who rate their neighbourhood as a very good or good place to live.
Percentage of Citizens' Panel respondents who have considered leaving Inverclyde Biennial/Questionnaire/Citizens' Panel	38%	n/a	40%	n/a	42%	Reduce to 35%	Reduce percentage of people who consider leaving Inverclyde
Civilian in-migration Annual/ Components of migration by administrative area: http://www.gro-	1685 people (1 July – 30 June)	1333 people (1 July – 30 June)	1421 (1 July – 30 June)	1292 (1 July – 30 June)	n/a	Increase current in-migration levels	Increase civilian in-migration

Indicator/s (noting frequency / type / source)	2007/08	2008/09	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
scotland.gov.uk/statistics/theme/migration/mig-stats/total.html							
Civilian out-migration Annual/ Components of migration by administrative area: http://www.gro-scotland.gov.uk/statistics/theme/migration/mig-stats/total.html	1863 people (1 July – 30 June)	1715 people (1 July – 30 June)	1682 (1 July – 30 June)	1603 (1 July – 30 June)	n/a	Stabilise the current out-migration level	Decrease civilian out-migration
Working age population Annual/Mid year population estimates http://www.gro-scotland.gov.uk/files2/stats/council-area-data-sheets/inverclyde-factsheet.pdf	16-64yrs = 52,551	16-64yrs = 52,375	16-64yrs = 51,839	16-64yrs = 51,489	16-64yrs – 51,000	To stabilise the current working age population in Inverclyde.	Increase working age population in Inverclyde

Plans/Strategies/Initiatives which support this outcome	<ul style="list-style-type: none"> • Inverclyde Local Housing Strategy 2011-2016 (October 2011): <i>Inverclyde Council Safer & Inclusive Communities Service, Greenock.</i> • Inverclyde Local Development Plan: Main Issues Report (May 2011): <i>Inverclyde Council Regeneration & Planning Service, Greenock.</i> • Inverclyde Council Strategic Housing Investment Plan 2011-2016 (October 2010): <i>Inverclyde Council Safer & Inclusive Communities Service, Greenock.</i> • Inverclyde Community Safety Partnership • Inverclyde Green Charter • Local Transport Strategy • Local Biodiversity Action Plan • Inverclyde Alliance Partners' Communications Strategies • Glasgow and the Clyde Valley Strategic Development Plan: Proposed Plan (June 2011): <i>Glasgow and the Clyde Valley Strategic Development Planning Authority, Glasgow.</i> • Glasgow and the Clyde Valley Housing Need and Demand Assessment (June 2011): <i>Glasgow and the Clyde Valley Strategic Development Planning Authority, Glasgow.</i> • Glasgow and Clyde Valley Joint Structure Plan 2006. • Inverclyde Local Plan 2005
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|--|--|
| | <ul style="list-style-type: none">• Inverclyde Tourism Strategy http://www.inverclyde.gov.uk/tourism-and-visitor-attractions/• River Clyde Homes Business Plan http://www.riverclydehomes.co.uk/• Riverside Inverclyde Business Plan, http://www.riversideinverclyde.com/• Transportation and Roads: Staff Travel Plan• Visit Scotland contract, http://www.visitscotland.com/• Discover Inverclyde, http://www.discoverinverclyde.co.uk/• Regional Transport Strategy, http://www.spt.co.uk/index.aspx |
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Information sources:

<http://www.gro-scotland.gov.uk>

<http://www.scotlandscensus.gov.uk/en/>

<http://www.gro-scotland.gov.uk/statistics/theme/population/estimates/mid-year>

<http://www.gro-scotland.gov.uk/files2/stats/council-area-data-sheets/inverclyde-factsheet.pdf>

<http://www.gro-scotland.gov.uk/statistics/theme/population/projections/sub-national>

<http://www.inverclyde.gov.uk/community-life-and-leisure/community-planning/inverclyde-alliance-board-papers/inverclyde-alliance-board-papers-2011/inverclyde-alliance-board-meeting-3-october-2011>: Depopulation Study Report

Local Outcome 2: Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life

Why is this an outcome in our SOA?

In Inverclyde we are nurturing our communities to ensure that they are safe, healthy, achieving, nurtured, active, respected and responsible. This will help us to tackle a range of issues that affect our communities such as deprivation, high levels of unemployment, reduced income and crime and anti-social behaviour.

A strong sense of community identity exists within Inverclyde, and in local neighbourhoods in particular. Local citizens are proud of their area and its history.

However, despite a number of regeneration programmes, outcomes in the most deprived areas of Inverclyde have changed very little over the years. The results from each of the releases of the Scottish Index of Multiple Deprivation⁸ show little difference for some of the most deprived communities in the area, and shows that previous initiatives have failed in making a significant difference.

Many citizens of Inverclyde are involved in their communities, working to make them better places, and developing their own skills and expertise. There remain people who are not able to get involved and who do not feel they have the capacity to engage in local community services, or make the right health and lifestyle choices. The resilience of people living in communities which are not successful needs to be developed and supported by those who provide services, working to build the capacity of communities to be part of the delivery of their own successful outcomes. Partners can help citizens and communities to build on the assets they already have and share skills and expertise to develop successful communities.

Successful communities are safe, healthy, achieving, nurtured, respected, responsible and included. The delivery of all of the outcomes across the Single Outcome Agreement will contribute to the development of successful communities, but there are particular issues which will be addressed in the context of this local outcome, specifically safe, respected, responsible and included.

Safe

Fear of crime in Inverclyde was disproportionately high to the actual levels of crime experienced by people. Violence, particularly knife crime, has been a real problem in the area, however total crimes of violence have dropped from 299 in 2007/08 to 173 in 2011/12 (-22%). Anti social behaviour related incidents have also dropped from 5973 in 2007/08 to 4106 in 2011/12, (-31.3%). Over this same period of time the percentage of Citizens' Panel respondents who stated they are quite or very worried about one or more crime issues has dropped from 88% in 2007/08 to 57% in 2009/10.

Youth offending and re-offending is an issue and one which the Scottish Government wishes to develop early intervention around. The 'Whole System Approach for Young People who Offend' is being rolled out and Inverclyde is participating in developing this approach through an Early and Effective Intervention Group.

⁸ <http://www.scotland.gov.uk/Topics/Statistics/SIMD>

Information from the Community Safety Partnership Strategic Assessment shows that:

- The proportion of 13 year olds who have ever had an alcoholic drink has reduced.
- The majority of areas in Inverclyde have shown a marked decrease in hospital discharges with a diagnosis of drug misuse.
- Reported antisocial behaviour complaints to Inverclyde Council has shown an overall reduction with significant reduction in nuisance behaviour, loitering and criminal damage/vandalism
- Total crimes of violence has seen a significant reduction
- Secondary Fires have reduced significantly.

However, there are still areas requiring a particular focus when it comes to Community Safety:

Alcohol and Drugs – this remains an issue for communities and in regard to safety and will be addressed through the Alcohol and Drug Partnership, and is a local outcome set out in this SOA.

Antisocial Behaviour – Areas for Development

- An Inverclyde Antisocial Behaviour Strategy and action plan will be implemented taking cognisance of the Scottish Government strategy ‘Promoting Positive Outcomes: Working Together to Prevent Antisocial Behaviour in Scotland’
- Improve community engagement on Anti Social Behaviour issues, explore how local communities can raise issues and discuss what assets are within the local community to resolve these issues.
- Continue to provide intensive family support, early diversion and intervention to vulnerable groups, families and communities to improve life chances and reduce criminal behaviour.

Violence – Areas for Development

- Identify families who are known to commit violent crime in identified locations and target a multi agency response and intervention towards supporting these families.
- Identify the assets within communities where most violence occurs and engage with them to explore the assets within the communities and what support that they can provide.

Violence Against Women and Children – Areas for Development

- To continue to support the Violence Against Women Multi Agency Partnership (VAW MAP) in achieving their aims as set out in the VAW Strategy
- Monitor the statistics around the increase in males affected by domestic abuse
- To improve linkages between the CSP and Inverclyde Child Protection Committee

Safety In and Around Communities – Areas for Development

- Strathclyde Fire and Rescue and housing association landlords to arrange home fire safety visits.

Serious and Organised Crime

The Community Planning Partnership recognises that Serious and Organised Crime is a blight on our communities and the local partnership is committed to working together to help deliver the commitment to tackling serious organised crime under ‘Letting our communities flourish- a strategy for tackling serious organised crime in Scotland’ by:-

- identifying priorities for tackling serious organised crime in Inverclyde;
- sharing best practice and improving co-ordination between local partners
- identifying innovative ways of working together and encouraging better ways of working together; and

- developing a coherent local response for serious organised crime issues.

Work to tackle serious and organized crime links with and will impact on our work in regards to violence and domestic abuse, drugs and alcohol and anti social behavior, as outlined above.

Counter Terrorism

Additionally the partnership recognises the need for all partners to work together to reduce the risk from terrorism, identifying people, for example, at risk of radicalisation. Through our work on hate crime and delivering on equality outcomes, and under the overarching banner of the CONTEST strategy (the UK Government Counter Terrorism Strategy), the partnership will work to ensure appropriate organisations work together to pursue, prevent, protect and prepare, as outlined in the strategy.

Respected, Responsible and Included

As outlined in the Christie Commission report the only way to make a real difference in turning around negative outcomes experienced by people living in the most deprived communities of Scotland, is to build the capacity of those people to be able to access services when they need to, and to take action on their needs and aspirations.

Effective regeneration in the Inverclyde area is dependent upon communities and specific neighbourhoods being actively involved, and in the process being supported to be more independent once programmes have ended. There are many excellent examples of good practice from previous BNSF and CRF initiatives and the effect and impact of these award winning schemes needs to not only be sustained but be rolled out to other areas. It is important that any regeneration taking place in Inverclyde, and particularly in deprived areas, brings communities along with it, so that they have the capacity to look after their environment and to engage with processes and services to maintain the regeneration of the area.

Community capacity building is a core component of this process. Many people in our most deprived communities lack the confidence, skills and ability to engage with the services they need to help them move into employment or training, develop parenting skills, or deal with unsustainable debt. With the current emphasis from the government towards early intervention and prevention, and a need to prevent people reaching crisis point (and therefore requiring 'expensive' interventions) a greater emphasis must be placed on targeting services earlier on in people's lives, or at the right time in people's lives to help them cope with difficulties.

Developing core 'resilience' skills is fundamental to enabling people living in deprived areas to cope with the hardship they experience, while the agencies in the area try to tackle the multitude of issues which cause an area and its population to be deprived. The impact of this will be that they will be better equipped to deal with problems, but will also know where and when to go for help before they reach a crisis point.

Community Engagement follows on from community capacity building, where communities are more able to engage with the organisations delivering services in their area, to help develop these to ensure they better meet their needs. Additionally, communities can then be involved in making the difference to an area themselves. Extensive engagement has taken place with communities in regard to the outcomes set out in this SOA, helping partners to better target approaches.

What early intervention and preventative spend approaches are we deploying?

There are many examples of early intervention and preventative spend approaches that Inverclyde Alliance is deploying to help ensure that Inverclyde has Successful Communities. Examples include:

- Early and Effective Intervention Group
- Whole Systems Approach to tackle offending and re-offending
- No Knives Better Lives media campaign
- Mentoring post for women on court orders to allow them to access other services
- Mentors in Violence Prevention
- EAGER (Empowered Active Greenock East Residents) project working with involving communities in developing own services and outcomes
- Partnership Room – shared information across Council and Police to target problematic areas and identify where intervention is required. The Multi Agency Task and Co-ordination group deal with issues, which then frees up other resources to work more proactively to prevent crime and antisocial behaviour.
- The further development of case management approaches across agencies to better co-ordinate support for those families most at risk or most disrupting communities.
- Working with children and young people to help them find activities which interest them to help them to avoid getting involved in antisocial behaviour or other offending behaviour
- Development of working groups to support communities in community 'clean ups', addressing graffiti, etc to make a visible difference to an area, with people serving community payback orders and inmates from the prison involved in the groups.

What have communities told us?

In Autumn 2012 we asked members of our Citizens' Panel what they would like us to do to make them feel safer, healthier, achieving, nurtured, active, respected and responsible and included. Below are the suggestions which will help to develop successful communities:

Safer

- Increased Police presence, improved street lighting, repairs to pavements, control gangs of youths hanging about streets, more community wardens, improved CCTV, address on street parking issues, stop cars parking on pavements and illegal parking, address anti-social behaviour, increase punishment for crime and anti-social behaviour.

Nurtured

- Promote a better sense of community, after school activities for children keeping them off the streets, support community groups who aim to improve their communities

Respected and Responsible

- More activities to include local residents views on priorities and changes, encourage community spirit and participation, address crime and anti social behaviour.

Included

- More community events for everyone, opportunities to provide views and opinions to the council, empower and support local people to help themselves.

What will be different for communities in 10 years?

- All our communities will be safer, healthier, achieving, nurtured, active, respected and responsible and included.
- Inequality of outcomes between the more affluent areas of Inverclyde and the most deprived areas will be reduced
- Crime levels will have dropped further
- Communities are thriving with a good range of sustainable local groups run by communities for communities.

What resources are available to achieve this outcome?

To be developed by the SOA Programme Board and Successful Communities Outcome Delivery Group

What national outcomes will this local outcome help to achieve?

7. We have tackled the significant inequalities in Scottish society.

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

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

This outcome will contribute to the delivery of the Scottish Government key priority of 'safer and stronger communities, and reducing offending'.

Wellbeing Indicators

Safe, healthy, nurtured, respected, responsible, included.

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
Overall Crimes and Offences for Inverclyde Annual/ Strathclyde Police	12,003	12,240	12,456	Reduce overall crimes and offences for Inverclyde	Reduce overall crimes and offences for Inverclyde
Number of serious assaults Annual/ Strathclyde Police	138	139	98	Decrease the number of serious assaults by 1% to 2013	Decrease the number of serious assaults
Percentage of Citizens' Panel respondents who stated they are quite or very worried about one or more crime issues Source: Citizens' Panel/ Winter 2007 survey/Inverclyde Council. Sample size: 1000 Inverclyde residents	57%	n/a	n/a	No more than 57% of Citizens' Panel respondents to state that they are quite or very worried about one or more crime issues.	National Indicator 31 Increase positive public perception of the general crime rate in local area
Percentage of adults 16+ who have given up time to volunteer in previous 12 months. Biennial / Scottish Household Survey http://www.sns.gov.uk/Reports/Report.aspx?ReportId=12&MetaIndicatorCode=CS-SHSInfluenceDec#Meta	17.8%	Not available	n/a	Increase the number of adults giving up time to volunteer to the Scottish average of 23.9%.	Increase volunteering numbers in Inverclyde
Percentage of adults agreeing that they can influence decisions affecting their local area Biennial / Inverclyde Citizens Panel	47%	Not available	n/a	Increase by 1% per year.	Increase the number of adults who feel they can influence decision in their local area.
Percentage of households where respondent or partner has a bank, building society or credit union account. Biennial / Scottish Household Survey http://www.sns.gov.uk/Reports/Report.aspx?ReportId=12&MetaIndicatorCode=CS-SHSInfluenceDec#Meta	86%	Not available	n/a	Increase the percentage of households with bank or building society account to Scottish figure	Increase the percentage of households with bank or building society account to

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
				(92.7%)	Scottish figure (92.7%)
<p>Percentage of households describing themselves as coping well or very well financially.</p> <p>Biennial / Scottish Household Survey http://www.sns.gov.uk/Reports/Report.aspx?ReportId=12&MetaIndicatorCode=CS-SHSInfluenceDec#Meta</p>	44.8%	Not available	n/a	Increase the percentage of households that are coping well or very well financially to Scottish figure (48.7%)	Increase the percentage of households that are coping well or very well financially to Scottish figure (48.7%)

<p>Plans/Strategies which support this outcome</p>	<ul style="list-style-type: none"> • Corporate Area Renewal Strategy • Community Engagement Strategy • Community Learning And Development Strategy • Inverclyde Third Sector Interface Strategy • CVS Inverclyde Business Plan • Inverclyde Housing Strategy • RSL Business Plans • MCMC Partnership Action Plan • James Watt College Strategy Plan • NSCJA Area Plan • Financial Inclusion Strategy and Action Plan • Community Safety Strategic Assessment • Inverclyde Local Housing Strategy 2011-2016 (LHS) • Strategic Housing Investment Plan 2012-2015 (SHIP) • Inverclyde Tourism Strategy http://www.inverclyde.gov.uk/tourism-and-visitor-attractions/
<p>Initiatives to support this outcome</p>	<ul style="list-style-type: none"> • Area Renewal Task Groups • Financial Inclusion Partnership • Inverclyde CHCP Public Partnership Forum • Your Voice: Community Care Forum • Stakeholder Advisory Network • Community Engagement and Capacity Building Network • CVS Inverclyde 'One Vision' • CVS Inverclyde 'Open Door' • Inverclyde Third Sector Forum

Local Outcome 3: The area's economic regeneration is secured, economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential

Why is this an outcome in our SOA?

In Inverclyde we are nurturing and growing our economy to create employment opportunities for local residents, help local people who are furthest from the labour market and support businesses and employers. This is vital in helping us to achieve our vision of getting it right for every child, citizen and community as work is one of the most effective ways to improve the well-being of individuals, their families and communities.

We are currently in the middle of some challenging economic times, with no major growth in the economy predicted for the near future.

The area of Inverclyde has been subject to a process of significant de-industrialisation in the past which has shifted economic activity from the traditional industries of shipbuilding and heavy engineering towards the public and service sectors. Our economic base continues to be narrow and dependent on the public sector, electronics and call centre industries as a source of employment. Currently 55% of all jobs in the area are located in large sized companies.

In 2011, 25.9% of the working population from Inverclyde work in the public sector, with 74.1% working in the private sector⁹. However, in Inverclyde itself the area is highly dependent on the public sector as an employer (public administration, education and health), accounting for 37.3% of all jobs compared to 30% for Scotland¹⁰, followed by 23.6% (22.2% Scotland) within distribution, hotels and restaurants and 15.6% (19.1% Scotland) in Finance, IT and other business activities.

Enterprise activity is particularly low in our most disadvantaged areas. This suggests a need to improve the entrepreneurial culture in the area and to continue providing high quality support to new and existing businesses.

The current economic situation presents yet further challenges in regard to maintaining the economy and diversifying the business base in Inverclyde. Through initiatives such as Business Gateway it is hoped to boost numbers of small to medium enterprise start ups.

The underlying structure of the Inverclyde economy remains weak and over reliant on the public sector to generate employment. Based on available forecasts there is a real danger that the long term growth rate of the Inverclyde economy will remain below that of Scotland unless significant restructuring of the economy takes place.

The job density which represents the ratio of total jobs (32,000) in the area to the number of working-age residents in Inverclyde is low at 0.63, compared to the Scotland average of 0.76.¹¹ 67% of those who live in Inverclyde work in Inverclyde, 9% of those who live in Inverclyde work in Renfrewshire and a further 9% work in Glasgow, A much lower proportion than for the other local authorities around Glasgow. 11% of in-commuters come in from Renfrewshire and 5% commute from Glasgow¹². More than half of all out-commuters from Inverclyde are employed in jobs at the

⁹ <http://www.scotland.gov.uk/Resource/0039/00396572.pdf>

¹⁰ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market> Includes Public Admin, Education, Health & Other Services

¹¹ <https://www.nomisweb.co.uk> Jobs Density – 2010 data

¹² Transport Scotland 2010, Statistical Bulletin Transport Series Scottish Household Survey: Travel Diary 2009/2010

higher end of the occupational scale. These trends suggest a particular shortage of high quality, value adding employment opportunities in Inverclyde. Nevertheless, these commuting flows are relatively low compared to many other local authority areas across the West of Scotland.

Between SIMD 2009 and SIMD 2012 the percentage of Inverclyde's working age population experiencing employment deprivation rose by 0.2% from 17.8% to 18%. Inverclyde is still only second to Glasgow in regard to employment deprivation. Between SIMD 2009 and SIMD 2012 Inverclyde's local share of datazones in the 15% most employment deprived remained unchanged from 38%, 42 datazones

Glasgow remains the local authority with the highest share of its datazones in the 15% most income deprived in Scotland (21.5%), followed by West Dunbartonshire (19.1%), North Ayrshire and Inverclyde (17.9%) and Dundee City (17.8%).

Locally there has been a small increase in the number of Inverclyde datazones found in the 15% most income deprived datazones in Scotland. Inverclyde has a total of 110 datazones and in 2012 the percentage of datazones in the 15% most income deprived in Inverclyde increased from 38.2% to 40%.

The area suffers from particularly high levels of unemployment. The unemployment rate in the area currently stands (at time of writing) at 11.6% compared with 7.9%¹³ nationally. Local unemployment rates are higher in certain areas of Greenock and Port Glasgow and currently these show signs of increasing. Household incomes are lower than the national average and the area has above the average levels of benefit dependency. A significant number of local people are benefit dependent. The need to create an environment which supports people to move from benefit dependency to employment is critical for the future success of the area.

- Of the 11690 working age benefit claimants in Inverclyde 6050 (11.9% of the working age population) are claiming Employment Support Allowance and Incapacity Benefits
- 5.4% (2770) of working age benefit claimants are claiming Job Seekers Allowance. Of this, a higher proportion of 18 – 24 year olds (10.7%) are claiming than 25 – 49 year olds (6.4%) or 50 -64 year olds (2.8%)¹⁴
- Approximately 19.6% of the population of Inverclyde are working age (16-64 yrs) out-of-work benefit claimants
- Approximately 14.4% of working age adults in Inverclyde have no formal qualifications
- Median earnings for full time workers in 2012 in Inverclyde were £451.50 which has decreased since 2011 (£464.40) but which is an increase from the 2007 rate of £383 per week. This is still approximately 9.4% lower than those for Scotland as a whole, but the gap has decreased from 13%.
- Working age people account for 64.4% of all people in Inverclyde. This is 1.2% lower than for Scotland as a whole

¹³ <https://www.nomisweb.co.uk/reports/lmp/la/2038432138/report.aspx?pc=PA151LY> numbers and % are for those aged 16 and over. % is a proportion of economically active, Source: ONS annual population survey, Oct 2011 – Sept 2012

¹⁴ <https://www.nomisweb.co.uk/reports/lmp/la/2038432138/report.aspx?pc=PA151LY> Dec 2011, % is number of persons claiming JSA as a proportion of resident population of the same age, source: ONS claimant count - age duration with proportions

What early intervention and preventative spend approaches are we deploying?

- The Inverclyde Integrated Employability Programme provides locally delivered and targeted employability services aimed at assisting those furthest from the labour market, and the newly unemployed to move into work and/or access training or further education.
- The Inverclyde Employer Plus Partnership comprises of a range of public and third sector agencies which are working together to provide local businesses with the support they require in order to access a wide range of services.
- Public sector agencies in Inverclyde including Inverclyde Council, River Clyde Homes and Riverside Inverclyde have developed community benefit clauses for inclusion in all their contracts. The rationale for creating these clauses is to ensure local people benefit from investment in their community and to ensure that employment opportunities are created on all appropriate capital projects of at least three months' duration.
- We maintain contact with every school leaver to ensure that there are no 'unknown' young people and that all leavers are still in touch or involved with agencies that can support them if required.

What have communities told us?

In Autumn 2010 members of the Citizens' Panel were asked to select services that they would choose to protect / invest in. Employability initiatives were one of the top ten services that respondents said they would protect.

We asked members of the Citizens' Panel for their views on the economic regeneration of the area in a survey conducted in Winter 2010.

- An encouraging 69% of respondents agreed or strongly agreed that the changes taking place along the Waterfront and the new houses being built are making Inverclyde a better place to live.
- Almost half of respondents (46%) felt that Inverclyde is a better place to live now than 10 years ago. This is more than double the number who disagreed with this statement (22%).
- The two main issues that respondents felt are most important to regenerate Inverclyde are:
 - Create employment opportunities for local people (58%)
 - Stimulate business creation and expansion (35%)

What will be different for communities in 10 years?

- An increase in the number of business start ups
- An increase in the number of young people aged 16-24 in employment or training.
- An increase in entrepreneurial activity in Inverclyde.
- A reduction in the percentage of the population who are income deprived

- A decrease in the percentage of working age people without any qualifications
- Better infrastructure will be in place to help attract companies to set up in the area

What resources are available to achieve this outcome?

To be considered by the SOA Programme Board and Outcome Delivery Group.

What national outcomes will this local outcome help to achieve?

National Outcome

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.

Indirect Outcome

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

This outcome will contribute to the delivery of the Scottish Government key priorities of economic recovery and growth and employment.

Wellbeing Indicators

Achieving, Healthy, Nurtured and Included

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
<p>Enterprises by 10,000 adults Business stock data per 10,000 adults, Scottish Neighbourhood statistics http://www.sns.gov.uk/Reports/Report.aspx?ReportId=12&MetalIndicatorCode=ES-BusStock_SC#Meta</p> <p>(number of VAT/PAYE registered private sector enterprises operating in Inverclyde per 10,000 adults)</p>	<p>2010 256 (Inverclyde) Scotland: 360 Gap = 104</p>	<p>2011 252 (Inverclyde) Scotland: 356 Gap = 102</p>	<p>2012 264 (Inverclyde) Scotland: 368 Gap = 104</p>	<p>Narrow the gap between the businesses per 10,000 adults in Inverclyde and the businesses per 10,000 in Scotland</p>	<p>Increase the business stock in Inverclyde.</p>
<p>Average Weekly wages Annual/excel spreadsheet/ http://www.nomisweb.co.uk/reports/ Source: ONS annual survey of hours and earnings – resident analysis</p>	<p>£465.90 (Inverclyde) £472.80 (Scotland) Inverclyde increased by 18.7% whilst Scotland only increased by 7%</p>	<p>£480.40 (Inverclyde) £488.20 (Scotland) Inverclyde increased by 3.1% whilst Scotland increased by 3.2%</p>	<p>£464.40 (Inverclyde) £497.60 (Scotland) Inverclyde decreased by 3.3% whilst Scotland increased by 0.5%</p>	<p>Increase the average weekly wage in Inverclyde at the same rate as the Scottish average weekly wage increases.</p>	<p>Increase the average weekly wage for those employed in Inverclyde at the same rate as the Scottish average weekly wage increases.</p>
<p>Percentage of the population who are income deprived Biennial /objective / SIMD http://www.scotland.gov.uk/Topics/Statistics/SIMD/</p>	<p>2009 20.6% population income deprived Scotland = 15% Gap = 5.6%</p>	<p>2010 20.7% population Income deprived Scotland = 15.6% Gap = 5.1%</p>	<p>2012 18% population income deprived Scotland = 13% Gap 5%</p>	<p>Stop the gap from increasing beyond 5.1%</p>	<p>Narrow the gap between Inverclyde figure and the Scottish figure</p>
<p>Percentage of datazones which are in the most deprived 15% of data zones Biennial /objective / SIMD http://www.scotland.gov.uk/Topics/Statistics/SIMD/</p>	<p>2009: Inverclyde 38.2% (42 out</p>	<p>Unchanged in 2010 update from previous</p>	<p>2012 40% (44 of 110 datazones)</p>	<p>Ensure the percentage does not</p>	<p>Reduce the number of datazones in</p>

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
	of 110) Scotland - 15% 28,748 (35%) of Inverclyde's population live in the most deprived 15% datazones. (Based on SIMD total population figure of 81,080)	figure. 2009: Inverclyde 38.2% (42 out of 110) Scotland - 15%		increase beyond 38%	the most deprived 15% of data zones
Employment rate in Inverclyde Annual/ Economically active people in employment figure, expressed as a percentage of the working age population/ Source: ONS Annual Population Survey numbers are for those aged 16 and over, % are for those aged 16-64 https://www.nomisweb.co.uk/reports/lmp/la/2038432138/report.aspx	April 09 – March 10 Inverclyde = 68.2% Scotland = 71.2% Gap - 3%	April 2010 – March 11 Inverclyde = 70.4% Scotland = 71% Gap - 0.6%	April 2011 – March 2012 Inverclyde = 77.2% Scotland = 76.9% Gap = -0.3%	Do not allow the gap to grow beyond 3%	Narrow the gap between Inverclyde figure and the Scottish figure
Number of Young people 16 to 24 who are unemployed JSA Claimants/ONS Claimant Count https://www.nomisweb.co.uk/reports/lmp/la/2038432138/report.aspx		March 2011 Inverclyde: 740 people Approx 10.1% Scotland: 8.3%	March 2012 Inverclyde: 905 people Approx 12% Scotland: 8.8%	Reduce the gap of 3.2% from Scottish Figure	Narrow the gap between Inverclyde figure and the Scottish figure
Percentage of people in receipt of key out of work DWP benefits. Department for Work and Pensions benefit claimants – working age Percentage = proportion of resident population of area aged 16 - 64 https://www.nomisweb.co.uk/reports/lmp/la/2038432138/report.aspx	Inverclyde – 19.5% Scotland - 14.0% Gap – 5.5% (Aug 2010)	Inverclyde – 20.3% Scotland – 14.1% Gap – 6.2% (Aug 2011)	Inverclyde – 20.3% Scotland – 14.2% Gap – 6.1% (Feb 2012)	Reduce the gap of 6.2%.	Reduce percentage of people claiming out of work benefits.
Number and percentage of working age people with no qualifications Source: ONS Annual Population Survey	Jan 2009 – Dec 2009	Jan 2010 – Dec 2010	Jan 2011 – Dec 2011	Maintain current 0%	National Indicator 12:

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
% are for those aged 16-64 https://www.nomisweb.co.uk/reports/lmp/la/2038432138/report.aspx	Inverclyde - 13.7%. Scotland - 13.3% Gap - 0.4%	Inverclyde – 12.3% Scotland – 12.3% Gap - 0	Inverclyde – 14.4% Scotland – 11.6% Gap – 2.8%	gap or improve against the Scottish %	Reduce the number of working age people with severe literacy and numeracy problems

Plans/Strategies/Initiatives which support this outcome	<ul style="list-style-type: none"> •River Clyde Homes Business Plan •Riverside Inverclyde Business Plan •Inverclyde Economic Regeneration Strategy 2011-14 •Local Development Plan •Scottish Enterprise Business Plan •Scottish Government Economic Strategy 2011 •Achieving a Sustainable Future: Scottish Government Regeneration Strategy 2011 •Scottish Government Skills Strategy 2010 •Infrastructure Investment Plan 2011 •Scotland's Cities: Delivering for Scotland 2012 •Glasgow and Clyde Valley Economic Strategy 2011 •Regional Transport Strategy •Transport Outcome Report •Financial Inclusion Strategy •Local Social Economy Partnership •CVS Inverclyde Business Plan •Inverclyde More Choices, More Chances 'Planual' •James Watt College More Choices, More Chances Action Plan •Community Learning and Development Strategy •Inverclyde Integrated Employability Partnership •More Choices More Chances Partnership •Workforce Plus Partnership •Job Centre Plus •Skills Development Scotland
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Local Outcome 4: The health of local people is improved, combating health inequality and promoting healthy lifestyles.

Why is this outcome in our SOA?

In Inverclyde we are nurturing the health of every child, citizen and community by tackling a range of issues such as low income, education, employment and working conditions, access to health services and housing.

Health inequalities are not only one of the key priorities in the Scottish Government's guidance but it is a particular issue in Inverclyde.

Health is not a state. We can move between being unhealthy and healthy constantly, perhaps even within a few hours. Health is more about the outcome of a set of processes, and the interaction individuals have with other people and their external environment. Income inequality has a profound impact on health outcomes, so it is important to work to reduce the gap between our healthiest (and more affluent) communities and our unhealthiest (and least affluent) communities.

Health and social inequalities start early in life and persist not only into old age but impact on subsequent generations. We recognise that some of our communities experience higher levels of these poorer outcomes, and are committed to working to find ways to respond by improving lives; preventing ill-health and social exclusion; protecting good health and wellbeing and promoting healthier living.

What we're thinking can also have a profound impact on how well we deal with ill health. Feelings of hopelessness have a detrimental impact on healing rates¹⁵. If an individual feels that they have no control over their lives and no sense of coherence then this can lead to an inability to build resilience to negative situations, and undermine their ability and desire to cope. It can also lead to impaired mental health. This links to the work outlined in 3.2.4 regarding building resilience and capacity within communities, and that work will support the delivery of health and wellbeing within the communities of Inverclyde.

The recession and continuing economic difficulties mean that families are experiencing additional pressures that can impact on both physical and mental health. This will be further compounded by the welfare reform programme, specifically in relation to the change from Incapacity Benefit to Employment Support Allowance, which will see a reduction in income for many of our poorest families, and ultimately lead to an increase in demand for Primary Care and community health and social care services.

National problems which affect Inverclyde are obesity and child health. Improvements in health are linked to access to health care and hospital, but also access to jobs, leisure and education. With pressure on household budgets people will have less money to spend on e.g. leisure and the lack of jobs available will have negative impacts on people's health.

There is a considerable challenge to improve both the physical and mental health of Inverclyde people, recognising the relationship between the two.

We believe that we are beginning to demonstrate small improvement in health inequalities in terms of Inverclyde in comparison to the rest of Scotland. This 'above the waterline' impact is reflected somewhat in this document, but there will be a huge amount of work being undertaken in support

¹⁵ Everson SA, Goldberg DE, Kaplan GA, et al: Hopelessness and risk of mortality and incidence of myocardial infarction and cancer. *Psychosom Med* 58:113-121, 1996

of the high level SOA indicators to tackling health inequality at a very local level, as there are huge inequalities from community to community in our area, and sometimes from street to street. The work to address intra Inverclyde inequality sits below the waterline, and is not reflected in this SOA, but a wider performance management arrangement that will underpin the Health Inequalities outcome.

Key statistics¹⁶ regarding health in Inverclyde are:

- Female life expectancy at birth (79.1 years) is greater than male life expectancy (73 years), but both were lower than the Scottish average (80.4 female, 75.8 male). Male life expectancy at birth in Inverclyde is improving more rapidly than female life expectancy.
- In Inverclyde female life expectancy at age 65 (18.9 years) is greater than male life expectancy at age 65 (15.5 years).
- Mortality rates from all causes (all ages), coronary heart disease (under-75s) and cerebrovascular disease (under-75s) are significantly higher (worse) than the Scottish average.
- An estimated 25.0% of adults smoke, the same figure as for Scotland as a whole.
- Active travel to work and levels of sporting participation (including walking) are similar to the Scottish average.
- Cancer registrations and the proportions of the population hospitalised for coronary heart disease, COPD, emergency admissions, and multiple admissions (65 years and over), are all significantly higher (worse) than the Scotland average.
- The rate of road traffic accident casualties is significantly lower (better) than the Scottish average
- The rate of hospitalisations after a fall in the home (65 years and over) is significantly higher (worse).
- The percentage of patients prescribed drugs for anxiety/depression/psychosis and the patient psychiatric hospitalisation rate are also significantly higher than average.
- The suicide death rate in Inverclyde (16.2 per 100,000 population) is similar to the Scottish average (15.1 per 100,000).
- Inverclyde has a significantly higher percentage of older people (65 years and over) receiving free personal care at home compared to the Scottish average
- The percentage of adults claiming incapacity benefit/severe disability allowance is significantly higher than average.
- Breast screening uptake is significantly lower in Inverclyde (68.6%) compared to the Scottish average (75.3%).
- The prevalence of pregnant mothers who smoke is higher than the Scottish average.
- Between 2009 and 2010 Inverclyde experienced a 2.7 per cent decrease in the number of births, dropping from 813 in 2009, to 791 in 2010. The number of births in Scotland fell by 0.4 per cent.
- The number of deaths in Inverclyde increased from 971 in 2009 to 1,050 in 2010. Over the period 2008 to 2010 the overall death rate was higher for males than for females. Compared to Scotland over the period 2008 to 2010, Inverclyde had a higher death rate. The main cause of death in Inverclyde was circulatory disease, followed by cancer.
- The number of patients hospitalised with drug related conditions is higher than the Scottish average.
- For 2006-2010, for Scotland as a whole, the drug related mortality rate was 0.10 per 1,000 population. The NHS Health Board area with the highest mortality rate was Greater Glasgow and Clyde (0.15 per 1,000 population). Inverclyde's rate for 2006 – 2010 was 0.12 per 1,000

¹⁶ SCOTPHO Local Authority Health and Wellbeing Profiles 2010 <http://www.scotpho.org.uk/comparative-health/profiles/2010-chp-profiles>

population, coming 6th in the country behind Glasgow City (0.19), West Dunbartonshire (0.18), Dundee City (0.17), Aberdeen City (0.13) and Renfrewshire (0.13).¹⁷

What early intervention and preventative spend approaches are we deploying?

- Three 'Re-ablement' Teams have been created to provide older people, or people with disabilities, the confidence to manage as many daily living tasks as possible on their own and to ensure they remain as independent as possible for as long as possible.
- Wider Opportunities for Older People in Inverclyde (WOOP!) Project – aims to improve the physical, mental health and wellbeing of people aged 55+.
- Active Living Strategy has been developed to encourage more individuals and families across Inverclyde to increase their physical activity through sustained positive changes to both their lifestyle and their natural environment.
- The implementation of a mental health improvement plan 'Making Well-being Matter in Inverclyde'.
- The development and implementation of a Tobacco Action Plan.

What have communities told us?

In Autumn 2012 we asked members of the Citizens' Panel what they would like us to do to make them safer, healthier, achieving, nurtured, active, respected and responsible and included.

Healthier

- More information and guidance on a healthy diet
- Quicker access to NHS services and easier access to hospitals and doctors
- Encourage people to take exercise
- Cheaper access to leisure facilities
- Reduce the number of fast food outlets
- Educate children of all ages about healthy, balanced eating
- Ensure housing does not have dampness and is not draughty

Active

- Longer opening hours for sports facilities and swimming pools
- Encourage all young people to take part in as much physical activity as possible
- Reduced costs for leisure and sports facilities
- Improved information regarding facilities and activities
- Encourage people to walk more
- More and better sports facilities

What will be different for communities in 10 years?

- There will be a reduction in the gap between our healthiest communities and our unhealthiest communities.
- People who live in Inverclyde will have improved physical and mental health.

¹⁷ GRO-Scotland <http://www.gro-scotland.gov.uk/files2/stats/drug-related-deaths/2010/drug-related-deaths2010.pdf>

- Older people will live longer in better health and with a better quality of life.
- There will be increased opportunities to take part in physical activity and communities will be more aware of the importance of being physically active.

What resources are available to achieve this outcome?

To be considered by the SOA Programme Board and Outcome Delivery Group.

What national outcomes will this local outcome help to achieve?

6. We live longer, healthier lives.

15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.

This outcome will contribute to the delivery of the Scottish Government key priority of health inequalities and physical activity, and outcomes for older people.

Wellbeing Indicators

Safe, healthy, nurtured, active, respected, responsible, included

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
<p>Life expectancy at birth (males and females) in most deprived (MD) and least deprived (LD) areas National Records of Scotland, Life Expectancy in Scottish Council areas split by deprivation 2006-2010 http://www.gro-scotland.gov.uk/statistics/theme/life-expectancy/scottish-areas/council-areas-by-deprivation/index.html</p>	<p>2005-2009 Males MD = 67.1 Males LD = 74 Gap = 6.9 years</p> <p>Females MD = 76.1 Females LD = 78.9 Gap = 2.8 years</p>	<p>2006-2010 Males MD = 67.1 Males LD = 73.7 Gap = 6.6 years</p> <p>Females MD = 75.4 Females LD = 79.5 Gap = 4.1</p>	No further update available at present	Decrease the gap in life expectancy at birth between the Most Deprived and Least Deprived areas in Inverclyde	National Indicator 16: Increase life expectancy at birth in the most deprived areas
<p>Percentage of the adult population who smoke</p> <p>Source: Scotpho Health and Well Being Profiles for Local Authorities</p> <p>Awaiting information from CHCP</p>		<p>2010 New ScotPHO profile estimates 25% smoking prevalence in Inverclyde. This is the same as the Scottish average.</p>	<p>2011 NHS GGC Health and Wellbeing Survey - Inverclyde Report states 23% surveyed smoked.</p>	Reduce the percentage of the adult population who smoke to lower than the national average	Reduce the percentage of the adult population who smoke
<p>Number of drug related deaths</p> <p>Source: General Register Office for Scotland / Annually</p>		<p>2006 – 2010 Average deaths per 1,000</p>	<p>2007-2011 Average deaths per</p>	Reduce the 5 year average	Reduce the number of drug

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
		population = 0.12	1,000 population = 0.15	death rate to below the Scottish average of 0.10 people per 1,000 population	related deaths.
<p>Self assessed health</p> <p>Random adult (aged 16+) asked "How is your health in general? Would you say it was very good or good?"</p> <p>Biennial / Scottish Household Survey</p>	Very good / good - 71%	Not available	<p>2011 NHS GGC Health and Wellbeing Survey - Inverclyde Report 75% sampled</p>	Maintain or improve 71% rating their health as good or very good	Improve the % of people rating their health as good or very good
<p>Mortality rates per 100,000 for people aged under 75</p> <p>Source: http://www.gro-scotland.gov.uk/statistics/theme/vital-events/deaths/age-standardised-rates.html#tables</p>	<p>2009 428.9 – Inverclyde 364.8 - Scotland</p>	<p>2010 482.3 – Inverclyde 357.2 - Scotland</p>	<p>2011 450.0 – Inverclyde 349.1 - Scotland</p>	Reduce mortality rates.	Reduce mortality rates.
<p>Percentage of people 65+ with intensive needs receiving care at home</p> <p>Inverclyde CHP Quarterly</p> <p>(Note: This indicator provides a link to the National</p>	<p>2010 38%</p>	<p>2011 35.7%</p> <p>(Number of LD clients erroneously</p>	<p>2012 Will be available Sept 2012</p>	Maintain the % of people 65+ with intensive needs receiving care at	Maintain the % of people 65+ with intensive needs receiving

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/ s or direction of travel
framework for Community Care outcomes) (intensive needs defined: 65+ receiving 10+ hours of HC)		counted in previous years excluded in 2011 from this indicator).		home	care at home
Social Rented Homes meeting Scottish Quality Housing Standard Inverclyde Council Local Housing Strategy	2010 41%	2011 43.4%	2012 64.1%	Increase to 100% of homes	All social rented homes (excluding private sector) to meet standard by 2016

Plans/Strategies which support this outcome	<ul style="list-style-type: none"> • Inverclyde Community Health Partnership Development Plan • Inverclyde Arts Strategy • Choose Life Strategy • Inverclyde CHCP Tobacco Action Plan • Inverclyde Joint Alcohol Strategy. • River Clyde Homes Business Plan • All Housing Associations Business Plans • Inverclyde Leisure Business Plan/Strategy • Financial Inclusion Strategy • Sports Strategy • Integrated Children's Services Plan • Active Living Strategy • Nutrition Policy • Staff Health Strategy
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Initiatives to support this outcome	<ul style="list-style-type: none">• Child Protection Procedures• Keep Well• Healthy Working Lives• Your Voice: Community Care Forum• Inverclyde CHCP Advisory Forum• Smoke Free Services• Third Sector Delivery/Community Activity
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Local Outcome 5: A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.

Why is this an outcome in our SOA?

In Inverclyde we are nurturing individuals who have issues associated with excessive alcohol consumption as this not only affects their lives but also impacts on our communities. Alcohol misuse is a particular problem in Inverclyde, particularly amongst the more disadvantaged population, where deaths and hospital admissions related to alcohol misuse are more than double the national average.

Over the 10 years from 2000 to 2010 there were 437 alcohol related deaths. While some improvement has been evidenced in recent years, this remains an area of concern. Alcohol misuse does not only affect the life of the user, but can impact on their families, neighbours and the community.

The rate of hospital admission due to severe alcohol related mental health conditions is extremely high in Inverclyde, far exceeding the Scottish average for alcoholic psychosis. This is particularly marked in younger age groups for men and women alike. Alcohol consumption also plays a growing role in relation to emergency admissions to general hospitals. Evidence has shown a rise in the number of women with serious alcohol related problems who present to services.

Inverclyde has high levels of Alcohol Related Brain Damage (ARBD) and demonstrates the highest level of Korsakoff Psychosis in Europe¹⁸. This serious form of ARBD was previously associated with older chronic drinkers but is now identified in younger age groups. Inverclyde's ARBD rate is the highest in the Greater Glasgow and Clyde area, more than treble that of the Scottish National Average ARBD rate.

Alcohol plays a major part in relation to crime and the fear of crime in Inverclyde. Strathclyde Police (Inverclyde Sub Division) have highlighted that 85% of people who are arrested for disorder related offences are under the influence of alcohol, and in about 80% of violent crime cases in Inverclyde, alcohol has been a contributing factor, whether consumed by the victim, perpetrator or both¹⁹. Domestic violence also demonstrates a significant level of alcohol involvement. Women's Aid highlight that whilst the number of incidents of domestic abuse reported to the Police have fallen, their figures have shown an increase in the last year²⁰. Major issues in Child Protection indicate substantial parental involvement with alcohol and drug misuse.

Two thirds of young offenders were drunk at the time of committing their offence and a significant number of prisoners report having problems with alcohol and drugs outside prison²¹. Most prisoners have a history of substance misuse as with mental health services, Greenock prison has clear links to local drugs and alcohol services with good lines of communication with a wide range of services to support clients leaving prison.

Strathclyde Fire and Rescue in Inverclyde believes there may be a link between the consumption of alcohol and the types of fire-related anti-social behaviour incidents encountered by their officers²². Alcohol is implicated as a contributory factor in fires and can be regarded as a major social problem which may help to account, at least in part, for the higher numbers of fires and fire

¹⁸ A Fuller Life, Report of the Expert Group on Alcohol Related Brain Damage, University of Stirling, 2004

¹⁹ Drugs Strategy: Tackling Drugs in the Community, ACPOS, 2009-2012

²⁰ To Reduce Violence Against Women, Inverclyde CSP, Co-ordinating Group, October 2009

²¹ Alcohol and Inverclyde: Impact, Services and Strategy, Report prepared for the Inverclyde Alliance Board, 2007

²² http://www.strathclydefire.org/pdfs/Scotland_Together_07_09_09.pdf

deaths experienced. 90% of reports on dwelling house fires that are recorded as “careless handling – due to sleep or unconsciousness” are attributed to alcohol or drugs in some way.

A significant proportion of Inverclyde residents presenting at emergency homeless services have alcohol and drug problems. In response to this Alcohol and Drug Services can be accessed directly by service users.

Figures from the 2010 Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS) on Inverclyde highlight that 37% of 13 year olds (53% in 2006) and 74% of 15 year olds (84% in 2006) reported that they had had an alcoholic drink. This difference by age is significant. Among those pupils who had drunk alcohol, the average age when they had first drunk more than a small amount of alcohol was 12 years old. In relation to trying drinking, 45% of 13 year olds (46% in 2006) and 83% of 15 year olds (74% in 2006) thought it was ok for someone their age to try drinking alcohol to see what it’s like. There was no significant difference in the proportion of boys and girls in Inverclyde who reported they had had an alcoholic drink in the last week - 20% of boys and 14% of girls but this has dropped from 2006 - 27% of boys and 23% of girls²³.

The proportion of 13 year olds in Inverclyde who have ever had a proper alcoholic drink is lower than the national average (37% of 13 year olds in Inverclyde compared with 44% of 13 year olds nationally). The proportion of 15 year olds in Inverclyde who have ever had a proper alcoholic drink is similar to the national average.

For young people, the use of alcohol can be influenced by a number of factors, including cultural and familial norms, peer pressure and personal preferences.

- There have been 193²⁴ deaths from alcohol conditions in the last five years and the death rate is significantly higher than the Scottish average.
- The proportions of the population hospitalised for alcohol conditions and for drug related conditions are significantly higher than the Scottish average.
- Alcohol is implicated in a significant proportion of unplanned teenage pregnancies.

What early intervention and preventative spend approaches are we deploying?

- The Healthier Inverclyde Project is a multi-faceted, multi-disciplined team which provides alcohol prevention, education and direct intervention, both to individuals and to communities in Inverclyde.
- The Young Persons Alcohol Team Inverclyde Young Persons Alcohol Team (YPAT) was established in March 2009. The team consists of a co-ordinator, two schools workers, a counsellor and a community and culture change worker. The team has developed a comprehensive and programmed alcohol curriculum that is delivered within schools from P6 to S6 and provides alcohol awareness sessions to groups and organisations across Inverclyde.
- Drinksafe Inverclyde is a project that works with local businesses and community members to promote alcohol awareness, challenge attitudes to alcohol and to provide relevant and up to date information so that people can make an informed choice about their own alcohol use.

²³ Scottish Schools Adolescent Lifestyle and Substance Use Survey, 2006 and 2010: Smoking, Drinking and Drug Use among 13 and 15 year olds in Inverclyde

²⁴ <http://www.gro-scotland.gov.uk/statistics/theme/vital-events/deaths/alcohol-related/tables.html>

- The Persistent Offenders Partnership engages with people whose problems with addiction results in repeated offending. The aim is to reduce acquisitive crime, assist and monitor treatment and recovery and reduce the numbers of offenders who receive custodial sentences.
- Strathclyde Fire and Rescue Joint Referral Project is a multi agency protocol which identifies vulnerable individuals and families who are at risk of fire due to alcohol and addiction issues. Fire safety assessments are then given to individuals identified in order to reduce the number of house fires.

What have communities told us?

In a Citizens' Panel survey carried out in Spring 2012, 87% of respondents thought that excessive alcohol consumption is a particular problem in Inverclyde.

A Citizens' panel survey carried out in Winter 2010 asked members for their views about alcohol and below is their feedback:

- Seventy percent of respondents take the view that over consumption of alcohol in their neighbourhood is either a major (31%) or minor issue (39%).
- The main issue that over consumption of alcohol causes in peoples neighbourhoods is "increase in incidents of anti social behaviour (50%). This is followed by problems associated with underage drinking (42%) and increase in violence and crime (25%). A third (33%) of respondents said that over consumption of alcohol doesn't cause any problems in their neighbourhood.
- The majority of people (78%) said that it is individuals who have the responsibility to tackle the consumption of alcohol. This is followed by Local Government – Inverclyde Council (45%) and the Alcohol Industry (33%).
- Seventy one percent of respondents said there needs to be a change in attitudes towards alcohol in the West of Scotland.
- A similar number (70%) stated that underage drinking needs to be tackled. This was followed by education in schools (64%) and reduce the availability of cheap alcohol (54%).

What will be different for communities in 10 years?

- A reduction in the number of deaths and hospital admissions related to alcohol.
- A reduction in the number of people arrested for disorder related offences that are under the influence of alcohol.
- A reduction in the number of violent crimes committed where alcohol is a contributing factor.
- A reduction in the percentage of young people under the age of 18 that consume alcohol.

What resources are available to achieve this outcome?

To be considered by the SOA Programme Board and Outcome Delivery Group.

What national outcomes will this local outcome help to achieve?

National Outcome

6. We live longer healthier lives

Indirect Outcome

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

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

This outcome will contribute to the delivery of the Scottish Government key priority of health inequalities and physical activity and safer and stronger communities, and reducing offending.

Wellbeing Outcomes

Safer, healthy, nurtured, responsible, included.

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
Alcohol related hospital discharges Annual/ ISD data reporting (Alcohol Statistics Scotland)/ http://www.alcoholinformation.isdscotland.org/	2009/10 991 This is the most recent data available		Not available at present	Ensure that number does not exceed 2009/10 levels of 991.	To improve our position relative to the national average
Number of alcohol related deaths http://www.gro-scotland.gov.uk/statistics/theme/vital-events/deaths/alcohol-related/tables.html	2005 - 2009 37 - 5 year moving annual average	2006-2010 39 - 5 year moving annual average	2007-2011 36 - 5 year moving annual average	Decrease by 3% from 2006-10 baseline	Reduction in alcohol related deaths
Inpatients diagnosed with Korsakov psychosis GGCNHSB, Medical Records Department, Ravenscraig Hospital Larkfield Inverclyde Royal Hospital	2009/10 22		Not available at present	Ensure no increase in the 2009/10 figure	Maintain the reduction in the number of inpatients diagnosed with Korsakov psychosi
Respondents who have said that they believe excessive drinking of alcohol is a particular problem in Inverclyde. Percentage of people noting 'alcohol abuse' as a negative aspect of their neighbourhood. Biennial / Scottish Household Survey Biennial/Citizens' Panel/ Summer 2010 Postal Survey To be replaced by SHS stats?	Not available	2010 93%	2012 87%	Reduce to 89%	Reduction in the number of Citizens' Panel respondents who believe excessive alcohol consumption is a problem in Inverclyde

Plans/Strategies which support this outcome	<ul style="list-style-type: none"> • Inverclyde Alcohol and Drug Partnership Strategy • Inverclyde Joint Alcohol Strategy • Scottish Government Alcohol Strategy • Joint Health Improvement Plan
Initiatives to support this outcome	<ul style="list-style-type: none"> • Community Safety Partnership Strategic Assessment on Community Safety and Anti Social Behaviour • Inverclyde Alcohol and Drug Partnership

Local Outcome 6: A nurturing Inverclyde gives all our children and young people the best possible start in life.

Why is this an outcome in our SOA?

In Inverclyde we are nurturing our young people as we recognise the importance of the early years in ensuring that every child gets the best possible start in life and realises their full potential.

Scotland's Chief Medical Officer set out the evidence of the connection between early years and a range of physical and mental health outcomes in his 2006 Annual Report. He particularly emphasised the importance of pregnancy and parenting in defining health outcomes. Parents' interaction with children in the first years of life is critical in developing relationships and laying the foundations for positive physical and mental health development. We know that high-risk behaviour such as substance misuse, smoking and poor diet during pregnancy and the early years can have a serious impact on a child's health, development and outcomes.

The development of children's brains in the early years is critical to how they grow to be safe, healthy, active, nurtured (and nurturing), achieving, respected, responsible, and included adults. Without the right nourishment, stimulation, love and care, the neurological pathways for learning, empathy, memory and emotion will not develop. This can lead to increased stress levels and aggression in children, and lead to adults who engage in antisocial behaviour and who have very negative outcomes in regard to learning, employment and relationships with self and others.

As a child's brain develops in its first 6 years, it is highly important to make sure positive pathways are stimulated through reading and positively interacting, and ensuring the child is not exposed to stressors which will hinder development. Domestic abuse and violence against women, even pre birth can have a detrimental effect on a child's development.

Inverclyde's Nurturing Inverclyde approach focuses on Getting it right for every Child, Citizen and Community, recognising that all our children grow up to be a citizen of the area, and live in Inverclyde's communities. We want every child born in Inverclyde to have the same opportunities, access to services and be able to achieve the same outcomes.

There is a need to focus on assets and developing these assets in children, creating the capacity within them to act as a buffer against life stressors. Attachment is a core part of this development and work currently in Inverclyde is looking to develop parenting skills to ensure the next generations living in this area are happy, supported and safe.

From the child's perspective, there is evidence that exposure to high levels of parental stress, neglect and abuse can have a severe effect on brain development. There are clear gaps between the development of children whose parents face such stresses and those being brought up in less stressful households. These gaps continue through life. At age 3, children at higher risk of poor outcomes can be identified on the basis of their chaotic home circumstances, their emotional behaviour, their negativity and poor development.

These children face many risks and improving early years support is key to improving child protection. By the time such children reach adulthood, these children are more likely to have poor health outcomes, be unemployed, have criminal convictions, have substance misuse problems and have experienced teenage pregnancy. Improving the early years experiences of these children is therefore a central element of this SOA to support the delivery of all the other local outcomes focussing on regenerating communities, reducing crime, tackling substance misuse and improving employability.

As well as the lost childhoods and the damage to children, families and communities, the financial costs of failure are enormous. For example, the annual costs of providing intensive secure care for a teenager can be in excess of £200,000 per annum²⁵. The costs of impaired health, lack of employment and criminality throughout life could be many times that. There is evidence of a positive economic return from early years investment, i.e. spending on programmes that are targeted, high quality and based on an effective methodology can save more than they cost over a number of years. The studies which show a positive rate of return rely on effective targeting of programmes and resources, implying a need for better risk assessment and matching of resources to need within universal services, as well as the availability of more targeted services where needed.

All the partners in the Inverclyde Alliance have the aspiration that all the young people in the Inverclyde area have the best start in life. The focus of the Alliance is the development of a nurturing approach to all aspects of our work, enabling all partners to share a common goal and to promote the growth and development, both economic and emotional, of our children, and broadening this out to our citizens and communities in their role to support young people.

Partnership approaches are being developed around supporting children in their early years, and helping to build resilience in vulnerable children and young people, to try to break the cycle of deprivation in particular areas. Partners have recognised the need to develop interventions and support for the residents of Inverclyde, from their earliest years.

If children get the right support from their parents from birth and if they have access to the right kind of services when they are needed, then they are less likely to reach a crisis point where they might require a more intensive intervention to deal with that crisis.

Inverclyde provides first class education but there are areas where we need to improve, particularly in regards to:

- Poverty / deprivation in Inverclyde
- Better outcomes for LAC

Key statistics and information on children and young people in Inverclyde includes:

- The percentage of school age children moving into positive destinations after school in 2011/12 increased to 94.8%. An increase of 6.4% from the previous year.²⁶
- There were no leavers unaccounted for in Inverclyde.
- Attendance rates in primary schools in 2010/11 were 95% and matched the Scottish average.²⁷
- Attendance rates in secondary schools in 2010/11 were 91% and matched the Scottish average.
- Across 2010/11 and 2011/12 100% of schools and early years establishments in Inverclyde received positive inspection reports
- The percentage of pupils achieving 5 standard grades at level 3 by the end of S4 was 95% in 2011/12, 5% above the Scottish average.
- The percentage of looked after children who achieved SVQ level 3 or better in English and Maths by the end of S4 increased from 42.2% in 2010/11 to 72.3% in 2011/12.
- 87.5% of looked after and accommodated children were in community placements.
- 100% of care leavers in Inverclyde between 1 August 2010 and 31 July 2011 had a pathway plan and pathway co-ordinator.

²⁵ <http://www.scotland.gov.uk/Publications/2009/01/13095148/0>

²⁶ Skills Development Scotland, Inverclyde CPP Report, February 2012.

²⁷ Inverclyde Council, Statutory Performance Indicators, <http://www.inverclyde.gov.uk/council-and-government/performance/performance-reports/performance>

- In 2011 100% of looked after children had a current care plan.
- In 2011/12 there were 62 children on the child Protection Register, a decrease from the previous year when there were 75 children on the register.
- The rate of children looked after by the local authority is significantly higher than the Scottish average.²⁸
- The teenage pregnancy rate (under-18s) is significantly lower than the Scottish average. However the differences in numbers of teenage pregnancies between the more affluent and deprived areas is significant enough to warrant further investigation.²⁸
- For Inverclyde Community Health and Care Partnership (CHCP), infant mortality and mortality in children aged 1–15 years are significantly higher than the Scottish average, although the absolute number of deaths is small. For the 16–24 years age group, rates are similar.²⁸
- In Inverclyde, only 50% of children in primary 1 have no obvious dental decay experience, significantly below the Scottish average of 62%.²⁸
- For all other physical health indicators the local values do not differ significantly from Scotland as a whole.²⁸
- More than 55% of children in Inverclyde CHCP live in families dependent on out of work benefits or child tax credit, which is significantly higher than the Scottish average of 47% for this particular measure of child poverty.²⁸
- Similarly, the proportion of children and young people resident in ‘income deprived’ areas is more than twice the Scottish value.²⁸
- Breastfeeding rates and the proportion of mothers smoking during pregnancy are both significantly worse (lower and higher respectively) than the Scottish average. At just 16%, breastfeeding rates are amongst the lowest of all CHPs²⁸. The percentage of babies exclusively breastfed at 6-8 weeks is significantly lower than the Scottish average.
- Immunisation indicators show rates that are either better than or similar to the Scottish average.²⁸
- Compared with Scotland as a whole, the rate of low weight live births is similar.²⁸

What early intervention and preventative spend approaches are we deploying?

There are many examples of early intervention and preventative spend approaches that Inverclyde Alliance is deploying to help ensure that all children get the best start in life. Examples include:

- Monitoring and tracking in secondary schools enables young people whose attainment is slipping to be identified.
- Flexible Learning Packages have been developed to enable schools, in partnership with other agencies, parents and pupils, to agree timetables for learning that combine in-school and out-of-school elements where this is deemed appropriate for the individual young person in order to prevent them from becoming disengaged.
- We have implemented an integrated multi-agency family support service that provides intensive support for 300 families across Inverclyde, many of whom have been affected by domestic abuse, mental ill health, addiction, trauma and neglect.
- Special Needs in Pregnancy Service - focused intervention and support to pregnant women with substance misuse issues, as well as other problems such as domestic violence, mental health issues, learning disabilities or where previous child protection concerns existed. This has led to a reduction in the number of children requiring child protection measures at birth and a reduction in number of babies requiring treatment for neo-natal withdrawal syndrome.

²⁸ [http://scotpho.org.uk/web/FILES/Profiles/2010/CYPP/Inverclyde%20\(web\).pdf](http://scotpho.org.uk/web/FILES/Profiles/2010/CYPP/Inverclyde%20(web).pdf)

- We run a number of parenting programmes such as Triple P to improve parenting skills and improve outcomes for children.
- We have developed an early and effective intervention programme targeted at young people under the age of 16 involved in offending.
- We deploy a range of restorative methods to support children and young people's connections to families, schools and communities.

What have communities told us?

In Autumn 2012 we asked members of our Citizens' Panel what they would like us to do to make them feel safer, healthier, achieving, nurtured, active, respected and responsible and included. Below are the suggestions which will help to give young people the best start in life:

- Healthier - Educate children of all ages about healthy, balanced eating.
- Achieving - Provide increased support for primary school children who fall behind
- Achieving - Provide more facilities for young people who leave school without any qualifications
- Achieving - Provide more encouragement for talented young people
- Nurtured - After school activities for children to keep them off the streets
- Active - Encourage all young people to take part in as much physical activity as possible

What will be different for communities in 10 years?

- All children and young people will be safer, healthier, achieving, nurtured, active, respected and responsible and included.
- Standards of attainment and achievement for all children and young people will be increased.
- Positive destinations
- There will be a reduction in the number of children looked after by the local authority.
- There will be a reduction in the number of children living in poverty.
- All children and young people will have access to suitable healthcare and will receive support in learning to make healthy and safe choices.
- All children and young people will have opportunities to take part in activities such as play, recreation and support which contribute to healthy growth and development.
- All children and young people and their carers will have the opportunity to be heard and involved in decisions which affect them.
- All children and young people will have opportunities and receive encouragement to play active and responsible roles in their schools and communities.
- There will be improved outcomes for looked after and accommodated children.

What resources are available to achieve this outcome?

To be considered by the SOA Programme Board and Outcome Delivery Group.

What national outcomes will this local outcome help to achieve?

5. Our children have the best start in life and are ready to succeed
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
8. We have improved the life chances for children, young people and families at risk.

This outcome will contribute to the delivery of the Scottish Government key priority of early years.

Wellbeing Outcomes

Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012- 17 (where available)	'End' target/s & timescale/s or direction of travel
<p>Percentage of S4 pupils achieving standard grades at any level</p> <p>Source: Education Services</p>	<p>2009 Inverclyde - 95% Comparator Authority Average – 91% National – 88%</p> <p>2010 Inverclyde - 96% Comparator Authority Average – 96% National – 88%</p>	<p>2011 Inverclyde – 95% Comparator Authority Average – 90% National - 89%</p>	<p>2012 Inverclyde – 95% Comparator Authority Average – 92% National – 90%</p>	<p>To continue to meet or exceed the Scottish average.</p>	<p>To meet or exceed the Scottish average.</p>
<p>Percentage of the S4 cohort who achieve 5+ highers by the end of S5.</p> <p>Source: Education Services</p>	<p>2009 Inverclyde – 10% Comparator Authority Average – 7.8% National – 10.5%</p> <p>2010 Inverclyde – 7.8% Comparator Authority Average – 8.7% National – 11%</p>	<p>2011 Inverclyde – 12% Comparator Authority Average – 10% National – 12%</p>	<p>2012 Inverclyde – 13% Comparator Authority Average -10% National – 13%</p>	<p>To continue to meet or exceed the Scottish average.</p>	<p>To meet or exceed the Scottish average.</p>
<p>Percentage of the S4 cohort who achieve 5+ highers by the end of S6</p> <p>Source: Education Services</p>	<p>2009 Inverclyde – 19.4% Comparator Authority Average – 17% National – 20.5%</p> <p>2010 Inverclyde – 21.5% Comparator Authority Average – 18.3% National – 21.5%</p>	<p>2011 Inverclyde – 22% Comparator Authority Average – 21% National – 24%</p>	<p>2012 Inverclyde – 24% Comparator Authority Average -21% National – 25%</p>	<p>To meet or exceed the Scottish average.</p>	<p>To meet or exceed the Scottish average.</p>

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012- 17 (where available)	'End' target/s & timescale/s or direction of travel
<p>Reduce exclusion rates per 1,000 school pupils for:</p> <p>I. Children across all sectors</p> <p>II. Children who are looked after and accommodated</p> <p>Source: Education Services</p>	<p>I. All sectors - Primary Inverclyde: 23 Scotland: 12</p> <p>All sectors - Secondary Inverclyde: 112.8 Scotland: 81.6</p> <p>II. LAC – Primary Inverclyde: 86</p> <p>LAC – Secondary Inverclyde: 81</p>	<p>I. All sectors - Primary Inverclyde: 17 Scotland: 11</p> <p>All sectors - Secondary Inverclyde: 101.2 Scotland: 81.6</p> <p>II.LAC – Primary Inverclyde: 92</p> <p>LAC – Secondary Inverclyde: 94</p>	No update available	To meet or exceed the Scottish average.	To meet or exceed the Scottish average.
<p>Attendance at secondary schools</p> <p>Source: Education Services</p>		Inverclyde: 90.84% Scotland: 91.1%	Inverclyde: 91.82%	To meet or exceed the Scottish average.	To meet or exceed the Scottish average.
<p>Percentage of nursery age children attending pre-school and ante-pre-school placements.</p> <p>Source: Education Services</p>	Not available	Not available	2012 87%	Maintain pre-school and ante-pre-school provision and review services for children under 3.	Maintain pre-school and ante-pre-school provision and review services for children under 3.
<p>Number of children who are educated in residential placements out with Inverclyde.</p> <p>Source: Education Services</p>		8 (2 of these in a secure unit) as at June 2012	6 (as at February 2013)	Reduce the percentage of children who are educated out with Inverclyde.	Reduce the percentage of children who are educated out with Inverclyde.
<p>Percentage of school leavers in positive and sustained destinations</p>		89.1%	94.8%	Maintain the % of school leavers in	Increase the % of school leavers in

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
Source: Skills Development Scotland				positive and sustained destinations	positive and sustained destinations
Percentage of children in poverty 2009 HM Revenues & Customs 2012 www.endchildpoverty.org.uk	2009 23.3%	Not available	2012 24%	Reduce the % of children in poverty	Reduce the % of children in poverty
Infant deaths per 1,000 live births GRO Scotland	2009 Inverclyde: 6.2 Scottish average: 4.0	2010 Inverclyde: 6.3 Scottish average: 3.7	2011 Inverclyde: 1.2 Scottish average: 4.1	Reduce the number of infant deaths	Reduce the number of infant deaths
Percentage of children exclusively breastfed at 6 – 8 weeks. http://www.isdscotland.org/isd/1914.html Different targets to be set	2009 Scotland - 26.5% Inverclyde - 14.4%	2010 Scotland 26.1% Inverclyde 13.7%	2011 Scotland – 26.5 Inverclyde – 15.6%	(a) Improve ratio of Inverclyde to Scottish average (b) Reduce the difference in percentage between SIMD areas and Inverclyde average	(a) Improve ratio of Inverclyde to Scottish average (b) Reduce the difference in percentage between SIMD areas and Inverclyde average
Percentage of all full-term singleton births weighing less than 2,500g. Inverclyde CHCP	2010 Inverclyde: 2.6% Scotland: 2.3%	2011 Not available	2011/12 6.6%	Decrease the number of low weight births	Decrease the number of low weight births
Percentage of primary 1 children with no obvious dental decay experience Inverclyde CHCP	2008 49.30%	2010 58.84%	2012 59.70%	Increase the percentage of children without dental decay.	Increase the percentage of children without dental decay.

Plans/Strategies which support this outcome:

- Integrated Children's Services Plan
- Joint Health Improvement Plan

	<ul style="list-style-type: none"> • Workforce Plus Action Plan • Financial Inclusion Strategy • Child Trust Fund Annual Report for 2007 • MCMC Action Plan • Choose Life Strategy • HEAT targets Inverclyde • Financial Inclusion Strategy
<p>Initiatives to support this outcome</p>	<ul style="list-style-type: none"> • How Good is Our School? • How Good is our Community Learning and Development? • Implementation of Curriculum for Excellence • More Choices, More Chances • Looked After and Accommodated Children and Young People • Corporate parent policy/ Children's champion scheme • Child Protection Procedures • Youth Strategy Group • Kinship Care strategy • Working for Families • Inverclyde Financial Inclusion Partnership • Child Trust Fund • Money Matters • Workforce Plus • Financial Fitness • Third Sector Delivery/Community Activity

Local Outcome 7: All children, citizens and communities in Inverclyde play an active role in nurturing the environment to make the area a sustainable and desirable place to live and visit.

Why is this an outcome in our SOA?

In Inverclyde we are nurturing our environment as we recognise the importance of the environment to the wellbeing of the local population. The environment has a key contribution to make to ensuring that every child, citizen and community is safe, healthy, achieving, nurtured, active, respected and responsible and included.

The environment also plays a vital role in helping us to achieve other local outcomes in our SOA. For example, initiatives to create more energy efficient homes will help to make Inverclyde a more attractive place to live, help us to tackle depopulation and reduce our area-wide emissions. The creation of green jobs and sustainable transport will contribute to economic regeneration and there are strong links between the environment and health, especially concerning the potential effects of a changing climate on our more vulnerable citizens. While having access to a safe environment and local green spaces will help to ensure that all our children and young people get the possible start in life.

We recognise that nurturing our environment will help us to address the Scottish Government's 6 key priorities of economic recovery and growth, employment, early years, safer and stronger communities and reducing offending, health inequalities and physical activity and outcomes for older people.

The environment is critically important to the Scottish Government and is part of the National Performance Framework. Having the environment as a local outcome in our SOA will help us to meet our obligations under Part 4 of the Climate Change (Scotland) Act 2009 and support delivery of the Scottish Government's Low Carbon Scotland: Behaviours Framework.

Inverclyde benefits from spectacular surrounding countryside and views across the Firth of Clyde, coupled with some very beautiful historic buildings. Part of Clyde Muirshiel Regional Park sits within its borders and access to the countryside is relatively straightforward, including a beach at Lunderston Bay. It also has a range of high quality private housing, and new developments of good quality social housing.

However, the environment of Inverclyde faces a number of challenges that we will aim to address through the SOA including:

- A riverside cut off from large sections of communities by the A8 trunk road or the railway line.
- Poor quality social housing stock in some areas.
- Particular areas are in a poor state of repair, coupled with older inappropriate property stock.
- Lack of new business locations for modern services.
- High levels of derelict land and buildings.
- Poor urban environment and image.
- Lack of a co-ordinated, joined up green network

A considerable programme of investment has taken place over the last five years, demolishing and rebuilding a large swathe of socially rented housing, and developing the waterfront area, particularly around James Watt Dock. A large part of the built environment has been refurbished or restored including the Ladyburn school at Pottery Street and the Sugar Sheds.

Climate change is an issue for the area too, and partners are working to identify ways in which they can all contribute to the reduction of Inverclyde's carbon, ecological and greenhouse gas footprints. Additionally initiatives like the Glasgow and Clyde Valley Green Network and Integrated Habitat Network Modelling project should help the local authority to protect, enhance or create key areas of woodland, wetland and grassland, working to link up habitats, ensuring sustained biodiversity across the area.

Initiatives such as the Core Paths Plan will also contribute to reducing carbon footprints, promoting more sustainable forms of transport and getting people exercising through walking or cycling with the knock on benefits to health that this creates.

Flooding in Inverclyde is also a pressing issue which can result in disruption to residents, damage to properties, road closures and negative publicity for community planning partners. A Flood Action Plan has been put in place in order to tackle this problem through partnership working, including the Scottish Government, rail operators and landowners.

What early intervention and preventative spend approaches are we deploying?

- We benefited from funding from Transport Scotland's *Low Carbon Vehicle Procurement Plan* and procured a number of electric-powered vehicles which have led to reduced employee transport costs and environmental benefits such as a reduction in carbon emissions.
- We are implementing a Flood Action Plan in order to help mitigate the risks and effects of flooding in the area.
- We have invested in our Materials Recycling Facility in order to improve the quality and quantity of recycling materials recovered. We are also improving the recycling facilities at our Pottery Street Recycling Centre with the development scheduled for completion by December 2013.
- Inverclyde Green Gym project provides local residents with the opportunity to enhance their fitness and health while improving the outdoor environment and raising awareness of environmental issues.
- Thanks to funding we have been awarded from the Scottish Government's *Home Energy Efficiency Programme*, we will continue to deliver free energy efficiency measures to Inverclyde households.
- To encourage people to use public transport, we upgraded the facilities at the Port Glasgow Bus Station and progressed work at our Port Glasgow Rail Station park and ride facility.

What have communities told us?

In autumn 2012 we asked members of our Citizens' Panel what they would like us to do to make them feel safer, healthier, achieving, nurtured, active, respected and responsible and included. Below are the suggestions which will help to create a better environment:

- Safer – improved street lighting, repairs to pavements
- Active – encourage people to walk more

In Winter 2011 we asked members of the Citizens' Panel about recycling. Overall, 81% of respondents said they were satisfied or very satisfied with the facilities available in Inverclyde for recycling. However, Panel members also told us that:

- Glass, food waste and textiles were the main materials that they would like to be able to recycle at the kerbside; and
- "lack of kerbside recycling facilities" and "lack of information about what can be recycled in Inverclyde" are the main barriers that stop them from recycling.

In Winter 2010 we asked members of the Citizens' Panel what their top three concerns are regarding the environment. Waste Disposal (44%), Climate Change (36%) and protecting the environment (34%) were the top concerns.

What will be different for communities in 10 years?

- There will be more opportunities for Inverclyde residents to grow their own food by participating in community food-growing projects.
- There will be more opportunities for householders to participate in recycling.
- There will be less disruption caused by flooding.
- There will be more energy efficient homes available in Inverclyde with the positive impact on our area-wide emissions.
- A reduction in the amount of vacant and derelict land in Inverclyde.
- More sustainable transport methods will be available.

What resources are available to achieve this outcome?

To be considered by the SOA Programme Board and Outcome Delivery Group.

What national outcomes will this local outcome help to achieve?

National Outcome

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

Indirect Outcome

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

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

Wellbeing Outcomes

Safe, Healthy, Nurtured, Active, Respected, Responsible, Included

Indicator/s (noting frequency / type / source)	2009/10	2010/11	2011/12	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
CO2 emissions per capita within the scope and influence of local authorities Department of Energy and Climate Change	Not available	6.0 (2010)	5.6 (2011)	Reduction to 6.1 tonnes by 2016.	Reduce CO2 emissions per capita
Environmental Impact of Fires Number of fires/ CO2 emissions Scottish Fire and Rescue Service	934 fires 2146 tonnes CO2	1179 fires 2251 tonnes CO2	868 1041 Tonnes CO2	Reduce building fires by 3% per annum	Reduce building fires by 3% per annum
Percentage of journeys to work made by public or active transport Biennial/questionnaire/Citizens' Panel 2008	2010 29% (Bus 10%, walk 12%, Train 6% Bicycle 1%)	Not available	24%	Increase to 35%	National Indicator 36: Increase the proportion of journeys to work made by public or active transport
Percentage of children walking or cycling to school Safer and Inclusive Communities / Annual Survey	47%	45%	41%	Reduce the percentage of children driven all the way to school by 5% by 2017.	Reduce the percentage of children driven all the way to school by 5% by 2017.
Kilograms of municipal waste collected per capita Environmental and Commercial Services	46820 t / 79770 = 586 kg	46424 t / 79770 = 582 kg	44914 t / 79770 = 563 kg	Reduce by 1% to 576kg by 212/13.	Reduce kilograms of municipal waste collected per capita
Percentage of waste being recycled or composted Annual returns/Inverclyde Council	30.3%	31.5%	40.2%	Increase levels of recycling rates to 33.3% by 2011.	Continue to increase levels of recycling
Availability of local green space in SIMD areas – The percentage of people with access to local green space who live in the 20% most deprived areas. Annual / Scottish Household Survey	31%	Not available	Not available	Return to 2007/08 level of 38%	Increase the availability of local green space in SIMD areas.

<p>Plans/Strategies/Initiatives which support this outcome</p>	<ul style="list-style-type: none"> • HECA • River Clyde Homes Business Plan • Public Sector Carbon Management Programme – Carbon Management Plan 2008-13 • Access Strategy • Community Safety Strategy • Waste Strategy • Core Paths Plan • Glasgow and Clyde Valley Green Network • Local Greenspace Partnerships • Inverclyde Council Green Charter • Glasgow and Clyde Valley Green Network • Greenspace Strategies • Glasgow and the Clyde Valley Strategic Development Plan: Proposed Plan (June 2011): <i>Glasgow and the Clyde Valley Strategic Development Planning Authority, Glasgow.</i> • Glasgow and Clyde Valley Joint Structure Plan 2006. • Inverclyde Local Plan 2005 • Local Transport Strategy and Development Plan • Inverclyde Green Network Strategy 	<ul style="list-style-type: none"> • Local Biodiversity Action Plan • River Basin Management Plan • Transportation and Roads – Inverclyde Council: Staff Travel Plan (to be rolled out to partners) • Regional Transport Strategy • Inverclyde Council Asset Management Strategy • Schools Estate Management Plan • Strategic Environmental Assessment • Local Air Quality Management – Review and Assessment Process • Cleaner, Greener, Safer, Stronger • Greenspace • Climate Change Declaration • Community Safety Partnership • Inverclyde Local Access Forum • Youth behaviour intervention and education programme - 'New Horizons' • Third Sector Delivery/Community Activity
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Local Outcome 8: Our public services are high quality, continually improving, efficient and responsive to local people's needs

Why is this an outcome in our SOA?

Partnership working in Inverclyde has developed well since the introduction of Single Outcome Agreements in 2008. The organisations which make up the Community Planning Partnership, the Inverclyde Alliance, have continued to work hard to identify how they can work better, in partnership, to deliver the jointly agreed outcomes for the area. Underpinning this partnership work is an aim to make sure our services are delivered in the most cost effective and efficient way, particularly given the current economic climate. Additionally, community engagement has developed over this time to ensure that the services and initiatives developed are responsive to local people's needs.

What national outcomes will this local outcome help to achieve?

National Outcome 15:

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

Indicator/s (noting frequency / type / source)	2010/11	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
No. of VOICE plans created by partner organisations (VOICE Database, SCDC website http://www.voicescotland.org.uk/)	111	Increase number of VOICE Plans recorded on database	All partners to use VOICE when carrying out any community engagement
% of respondents who agree or strongly agree that each of the individual organisations involved in the Inverclyde Alliance has a clear role in the partnership and an agreed understanding of what is expected of them (Outcomes focused partnership checklist report, April 2012)	27.3%	Increase the % of respondents who agree that each of the Alliance organisations have a clear role in the partnership and an agreed understanding of what is expected of them	All partners agree that each of the Alliance organisations have a clear role in the partnership and an agreed understanding of what is expected of them
% of respondents who agree or strongly agree that members of the Alliance effectively communicate decisions of the Alliance within their own organisations and ensure that key decision are acted upon (Outcomes focused partnership checklist report, April 2012)	45%	Increase the % of respondents who know how each partner agency communicates Alliance decisions	All partners are aware of how each partner agency communicated Alliance decisions
% of respondents who agree or strongly agree that individuals involved in the Alliance offer constructive criticism and regularly challenge each other to 'do more' in achieving outcomes (Outcomes focused partnership checklist report, April 2012)	36%	Increase the % of respondents who agree partners offer constructive criticism and challenge each other to do more to achieve outcomes	All respondents agree partners offer constructive criticism and challenge each other to do more to achieve outcomes
% of respondents who agree or strongly agree that partners are committed to shifting resources to other partners that can better deliver early intervention and prevention approaches (Outcomes focused partnership checklist report, April 2012)	27%	Increase the % of respondents who agree or strongly agree that partners are committed to shifting resources to other partners that can better deliver early intervention and prevention approaches	All respondents agree or strongly agree that partners are committed to shifting resources to other partners that can better deliver early intervention and prevention approaches
% of respondents who agree or strongly agree that the Inverclyde Alliance's priority outcomes are reflected clearly in the strategic and operational plans of the <i>other key partners</i> (Outcomes focused partnership checklist report, April 2012)	36%	Increase the % of respondents who agree or strongly agree that the Inverclyde Alliance's priority outcomes are reflected clearly in the strategic and operational plans of the <i>other key partners</i>	All respondents agree that the Inverclyde Alliance's priority outcomes are reflected clearly in the strategic and operational plans of the <i>other key partners</i>
% of respondents who agree or strongly agree that that	45.5%	Increase the % of respondents who agree or	All respondents agree or strongly agree that

Indicator/s <i>(noting frequency / type / source)</i>	2010/11	'Progress' target/s to 2012-17 (where available)	'End' target/s & timescale/s or direction of travel
there are clear linkages made between performance reporting by the Inverclyde Alliance Board, outcome delivery groups and each individual partner organisation (Outcomes focused partnership checklist report, April 2012)		strongly agree that that there are clear linkages made between performance reporting by the Inverclyde Alliance Board, outcome delivery groups and each individual partner organisation	that there are clear linkages made between performance reporting by the Inverclyde Alliance Board, outcome delivery groups and each individual partner organisation
Required Actions/commitment by local partners for these outcomes	Set out in Inverclyde Alliance Improvement Plan		
Scottish Government required action/commitment to support delivery of local outcome	Information sharing of best practice across Scotland in regard to efficient and effective partnership working.		
Plans/Strategies/Initiatives which support this outcome	Inverclyde Alliance Improvement Plan		

8. Ongoing Development of the SOA

The CPP took the opportunity, at the end of the term of the partnership SOA 2009 -11, to review all its local outcomes, and the processes it uses to deliver these. To meet with the new guidance from the Scottish Government a further refresh has taken place in early 2013. The Alliance has also discussed partner ownership of the SOA, and work undertaken by the Community Engagement Network and the Citizens' Panel has reviewed community ownership of the SOA.

The Alliance recognised that the delivery of the outcomes set out in this document will not happen in the short term, but will take at least 10 – 20 years to deliver. Understanding that the outcomes will be delivered in the longer term, the Alliance will however, continue to review how it goes about delivering services which will ultimately lead to the achievement of positive outcomes and quality of life for the people of Inverclyde.

The Outcome Delivery Plans which underpin the delivery of the SOA are reviewed on a regular basis, both by the Outcome Delivery Groups and the SOA Programme Board. These reviews inform the strategic SOA document going forward, and influence how it develops.

9. Risk Management

This SOA was subject to a risk management exercise, carried out by representatives of partner organisations. This involved making joint assessments of the risks facing the area via the SOA Local Outcomes. Partners identified actions which will be taken in order to mitigate the impact of the risks, as outlined in the analysis below. Further work took place via the Outcome Delivery Groups to ensure risks are being controlled through the agreed actions.

Dept / Function:	SOA
Risk Map	2012/13
Risk Assessors:	Alliance Partners
Date:	23rd May 2012

9.1 Risk dashboard

SOA Local Outcome	Risk No	Description of RISK Concern	Residual Risk Score
Inverclyde's population is stable with a good balance of socio-economic groups.	1	Depopulation: The risk of continuing de-population in the Inverclyde area or that the SOA cannot achieve its target of population growth?	14.5
	2	Older Population: The risk posed by an increasingly older population which is highly dependent on public sector services	15.1
Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life	3	High Crime Area: The risk Inverclyde is perceived as a high crime area when stats are showing a significant decrease in crime levels	11.2
	4	Youth Offending: The risk posed by increased youth offending	10.2
	5	Problem Debt: The risk of increased problem debt	14.4
	6	Welfare Reform: The risk of the impacts of the Welfare Reform Act	16.4
	7	Capacity: The risk people lack the capacity to access the services they need	10.9
	8	Community Involvement: The lack of community and neighbourhood involvement	9.0

SOA Local Outcome	Risk No	Description of RISK Concern	Residual Risk Score
	9	Resilience Skills: Failure of citizens to develop core resilience skills to cope with their environment	12.9
	10	Community Engagement: the risk of ineffective/ incomplete community engagement	7.8
The area's economic regeneration is secured and economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.	11	Economic Decline: the risk of continuing economic decline	13.3
	12	Economic Base: Failing to develop Inverclyde's economic base	14.8
	13	Small Companies: inability to attract or grow smaller companies (Business Gateway)	13.7
	14	Entrepreneurial Culture: Failing to develop and entrepreneurial culture	12.5
	15	Unemployment Levels: The risk we cannot reduce the high levels of unemployment	15.5
	16	Skills Base: The risk the skills base is inappropriate	13.0
	17	Riverside Cut off: The risk posed by the riverside cut off from large sections of communities by the A8 trunk road or the railway line	7.6
The health of local people is improved, combating health inequality and promoting healthy lifestyles.	18	Income/Social Inequality: The on-going risk of income and social inequality	16.8
	19	Obesity/Child Health: Failing to manage obesity and child health	17.2
	20	Scottish Housing Quality Standard: The risk we do not meet the Scottish Housing Quality Standard	10.2
A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates	21	Substance Abuse: We do not break the cycle of alcohol and drug abuse	15.6
A nurturing Inverclyde gives all our children and young people the best possible start in life.	22	Parenting Skills: Failing to develop parenting skills	14.8
	23	Domestic Abuse: Failing to reduce domestic abuse and violence against women	13.7
	24	Early Years Support: failing to improve early years support	12.3

SOA Local Outcome	Risk No	Description of RISK Concern	Residual Risk Score
	25	Programmes: Failing in the effective targeting of programmes	9.2
	26	Community Support: Failing to gain citizen and community support or young people	8.1
Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations	27	Business Locations: Lack of new business locations for modern services	9.9
	28	Derelict Land: The risk posed by high levels of derelict land and buildings	9.9
	29	Urban Environment: The risk posed by having a poor urban environment and image	14.1
	30	Green Network: Lack of a co-ordinated, joined up green network	10.2
	31	Climate Change: The risk posed by climate change	9.9
	32	Flooding: The risk posed by flooding	13.3
	33	Transport Network: The risk we do not have a first class transport network	12.6
Our public services are of high quality, continually improving, efficient and responsive to local people's needs	34	Stakeholder Support: The risk stakeholders do not accept the timescales necessary to deliver the outcome targets	10.2
	35	Funding: The risk posed by funding uncertainty	18.0
	36	SOA Mandate: The risk the SOA does not have the mandate, systems and stakeholder alignment necessary to achieve its objectives	9.4

9.2 Inverclyde's Risk Management Strategy

The risks identified above will be managed using the method set out below:

How risk should be managed	Level of Risk (Inherent risk score)	Indicated by
Requires active management. High impact/high likelihood: risk requires active management to manage down and maintain exposure at an acceptable level.	Very High (16-25)	
Contingency plans. A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from plan.	High (10-15)	
Good Housekeeping. May require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Reassess frequently to ensure conditions remain the same.	Medium (5-9)	
Review periodically. Risks are unlikely to require mitigating actions but status should be reviewed frequently to ensure conditions have not changed.	Low (1-4)	

The main options for addressing residual risk are

- Tolerate – is the exposure tolerable without further action being taken?
- Treat – Action is taken to limit the risk to an acceptable level
- Transfer – transfer of risk may be done by insurance or a third party
- Terminate – applies where termination is required to bring the risk to an acceptable level.

9.3 Top Risks and suggested mitigation/conclusions

Key Risk Description	Suggested Mitigation/Conclusions	Who is responsible
Funding: The risk posed by funding uncertainty	<ul style="list-style-type: none"> • Budget planning should be developed to reflect outcomes • Seek external funding through External Funding group • Increase co-ordination of all funding activities to maximise funding potential • Review all external funding opportunities • Nominate officers to assist with developing more successful funding applications 	<ul style="list-style-type: none"> • All partners • External Funding Group • All partners/External Funding Group
Obesity/Child Health: Failing to manage obesity and child health	<ul style="list-style-type: none"> • Encourage greater social responsibility at sporting venues to introduce low sugar/low fat alternatives in vending machines • Continue to promote and fund free swimming through Inverclyde Leisure • Consider lobbying for a sugar tax • Review sponsorship arrangements to minimise exposure to high sugar and fat content foods • Work closely with children to increase utilisation of sports facilities and school facilities out of school hours • Review working arrangements with other child focused charities such as Action for Children • Develop programmes for children’s educational needs – social enterprise 	<p>To be developed through the:</p> <ul style="list-style-type: none"> • Health Inequalities outcome delivery group • Nurturing Children and Young People outcome delivery group
Income/Social Inequality: the ongoing risk of income and social inequality	<ul style="list-style-type: none"> • Continue to promote the needs of Inverclyde and its citizens • Continuously review economic regeneration policies and engage with other national and regional agencies to promote the needs of Inverclyde • Focus on skills development for the local community • Continue to promote and attract inward investment • Leverage off best practice in other national and international areas 	<p>To be developed through the:</p> <ul style="list-style-type: none"> • Financial Inclusion Partnership • Economic Regeneration/ Employability outcome delivery group
Welfare Reform: The risks of the impact of the Welfare Reform Act	<ul style="list-style-type: none"> • Continue to promote and lobby for a fairer system • See Income/Social Inequality risk mitigations outlined above 	<p>To be developed through the:</p> <ul style="list-style-type: none"> • Financial Inclusion

	<ul style="list-style-type: none"> Continue to develop the Financial Inclusion Strategy and outcomes and better co-ordinate financial capacity building across the area 	Partnership <ul style="list-style-type: none"> Inverclyde Community Health and Care Partnership
Substance Abuse: The risk we do not break the cycle of alcohol and drug abuse	<ul style="list-style-type: none"> Actively manage any real or perceived disconnection with the Licensing Board with a view to reducing access to cheap alcohol Lobby and challenge supermarkets to consider developing more responsible practices regarding the sale of alcohol Private members Bill running its course through the Scottish Parliament Develop programmes aimed at de-glamorising the weekend binge drinking culture 	To be developed through the: <ul style="list-style-type: none"> Alcohol and Drug Partnership/ Alcohol Misuse outcome delivery group
Unemployment Levels: The risk we cannot reduce the high levels of unemployment	<ul style="list-style-type: none"> See linkages to funding Continuing focus on skills development Continue to promote inward investment to reduce the dependency on the public sector Identify the gaps between the skill sets children are developing at school and those needed by the local and wider area economy Consider developing inward investment options in conjunction with the Scottish Diaspora 	To be developed through the: <ul style="list-style-type: none"> Economic Regeneration/ Employability outcome delivery group Nurturing Children and Young People outcome delivery group More Choices, More Chances partnership
Ageing Population	<ul style="list-style-type: none"> Older People's Change Fund 	CHCP
Partnership working and Legislation	<ul style="list-style-type: none"> Implement improvement plan for Alliance Board and SOA Programme Board 	Alliance Board and SOA Programme Board members
Depopulation	<ul style="list-style-type: none"> Deliver on the actions identified by the Research and Information working Group 	To be confirmed.

10. Public Performance Reporting

The SOA will be subject to an annual performance report being produced for all stakeholders including:-

- The Scottish Government
- The Account's Commission
- Alliance Board Members
- Community/Voluntary Sector Groups
- Citizens

This will be published through the existing Public Performance Framework of Inverclyde Council.

11. Contact Details:

If you would like any further information about the SOA please contact:-

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