

Working Together For Angus



Angus Community Plan and Single Outcome Agreement

2013 – 2016

ANGUS

June 2013



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Section 1: Introduction

The Angus Community Plan and Single Outcome Agreement (SOA) is our collective plan for place and is founded on ten years of partnership working in Angus. Since the introduction of outcomes through a concordat agreement between central and local government in 2007, the Angus Community Planning Partnership has been refining priorities to reflect the outcomes that are important to individuals and communities, as well as improving the measures that demonstrate the results of our efforts.

The vision of the Angus Community Planning Partnership is that:

‘Angus is a place where a first class quality of life can be enjoyed by all’

Behind this vision is a set of core values which underpin the work of the partnership:

- Provide excellent public services that are value for money
- Improve public services through partnership working
- Actively engage with communities
- Promote sustainable growth
- Promote fairness and equality

This new community plan and single outcome agreement outlines the five priority areas that the partnership will focus on to support the achievement of that vision. These priorities are:

- **Prosperous and Fair**
- **Learning and Supportive**
- **Safe and Strong**
- **Caring and Healthy**
- **Sustainable**

It also outlines the twelve outcomes which the partnership wishes to achieve in terms of quality of life and life opportunities for individuals, families and communities within Angus. These outcomes reflect our local circumstances and priorities but also support and contribute towards the government's sixteen national outcomes.

Over the last year we have developed the first phase of a strategic assessment and we are now in the process of developing the second phase. This will improve our understanding and planning for place and will include geographic profiles highlighting variations across Angus of key characteristics such as demographics, deprivation, epidemiology, wellbeing etc. Appendix 1 provides the detail of our current strategic assessment.

We have also reviewed our partnership effectiveness, and this, together with a self assessment exercise, led to a conclusion that there is a need for the partnership to focus on three major cross-cutting policy priorities. These cross-cutting issues straddle our five partnership priorities which map directly to our thematic partnerships.

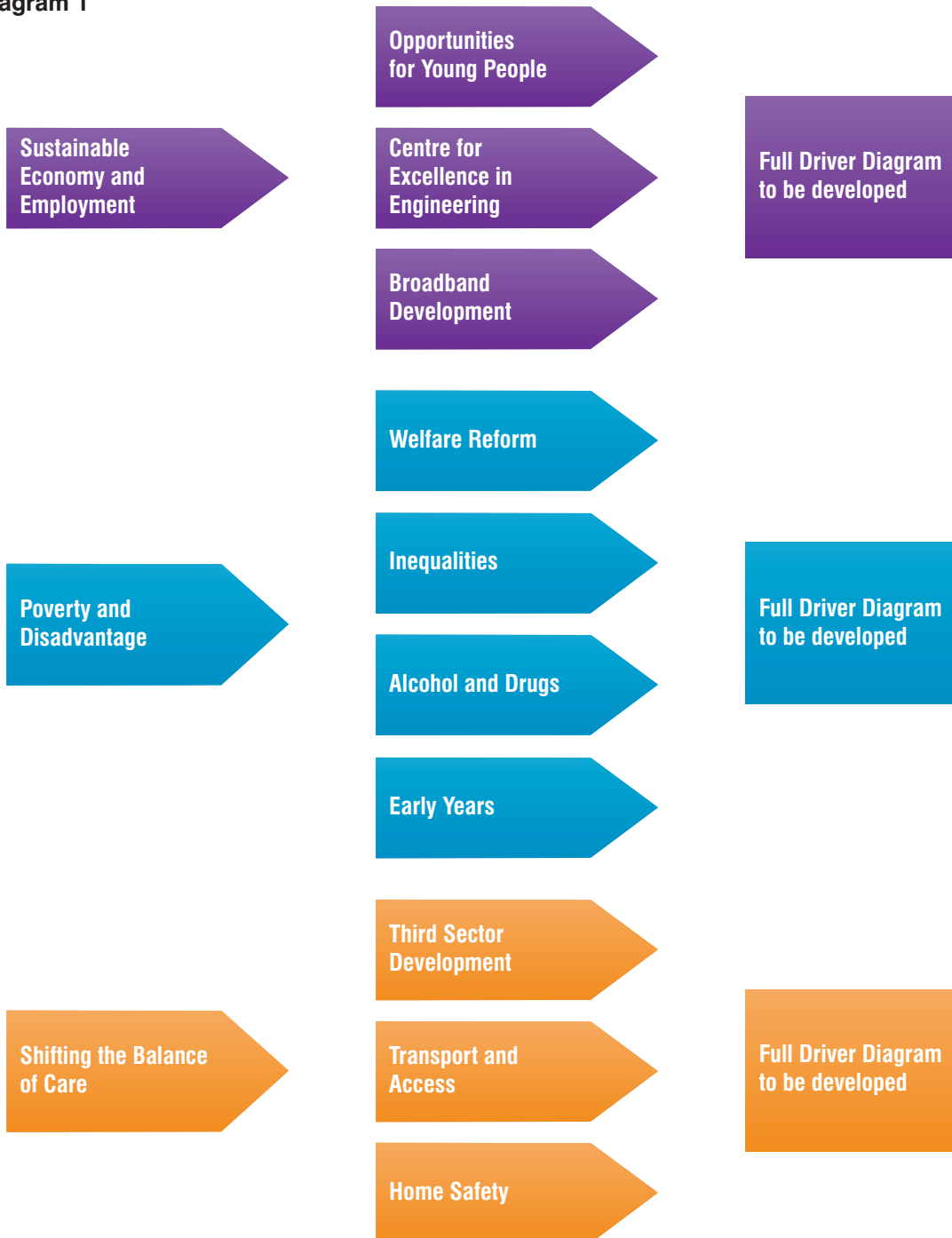
Diagram 1 sets out the three cross-cutting policy priorities. The intention over the next year is to develop driver diagrams for each of them which will detail how the partnership is going to address the issues and what action needs to be taken and how success will be measured.



Section 1:
Introduction

Cross-Cutting Policy Priorities

Diagram 1





Section 1: Introduction

A key component of the guidance for SOAs is the introduction of six national policy priorities:

- Economic Recovery and Growth
- Employment
- Early Years
- Safer and Stronger Communities and Reducing Offending
- Health Inequalities and Physical Activity
- Outcomes for Older People

We have tried to capture the complexity by aligning these with our local thematic priorities, as we are also tackling these national priorities at the local level.

Managing the relationship between national and local priorities is important and Diagram 2 attempts to set out how we will achieve this. We recognise that delivering better outcomes relies on the interaction between and across priorities, but it is also important to establish where the lead for a particular priority or policy area lies.

Diagram 2





Section 1: Introduction

Improving outcomes for individuals and communities right across the public sector in Angus, at a time of great change for many strategic partners and a time of significantly reducing resources across the whole of the public sector, is not without its challenges. In addition, the partnership is addressing the significant impact of welfare reform on individuals and the economy as a whole. This calls for new ways of thinking about how future services can be best delivered in a more integrated way, with a greater attention to upstream preventative approaches, meaningful engagement with communities and staff and a better understanding and evidence base of what works, demonstrated by better performance information and reporting. We are rising to these challenges in Angus and this Community Plan and Single Outcome Agreement is our plan for place and sets out our partnership's intentions.

We recognise the need to do more. The focus on improvement to identify and release the resources required to affect change is key. To help achieve improvement, we have extended our membership and involvement to a wider group. We have also established a new partnership board to assist with enabling better business decisions, particularly around integration of people and finance, as well as enabling increased attention to be given to preventative activities.

Bringing together members of thematic partnerships in a new group will improve focus on the government's policy priorities. A newly established Working with Communities Group will also help us to improve the ways we empower and engage communities, as well as help release community capacity. All of these structural changes will ensure that we are in the best position to deliver priorities and improve outcomes for individuals and communities. We recognise and embrace the need to achieve culture change both within our partnership and in our relationship with communities.

We recognise the need for a step change in performance. The need to focus resources towards the delivery of outcomes will be a critical part in achieving transformational change. We have made a start in identifying budget commitments across partner agencies which demonstrate a shift towards early intervention and prevention, specifically, shifting the balance of care for older people and a focus on early years. While we have made a good start in some areas this exercise is far from complete. It is our intention to better integrate and align our resources towards the delivery of our preventative activity that will in turn support improved outcomes for people and communities.

In order to improve our partnership focus on prevention, a plan will be developed over the coming year. We have included a section within each of the partnership priority areas to demonstrate our current preventative activities and approaches.



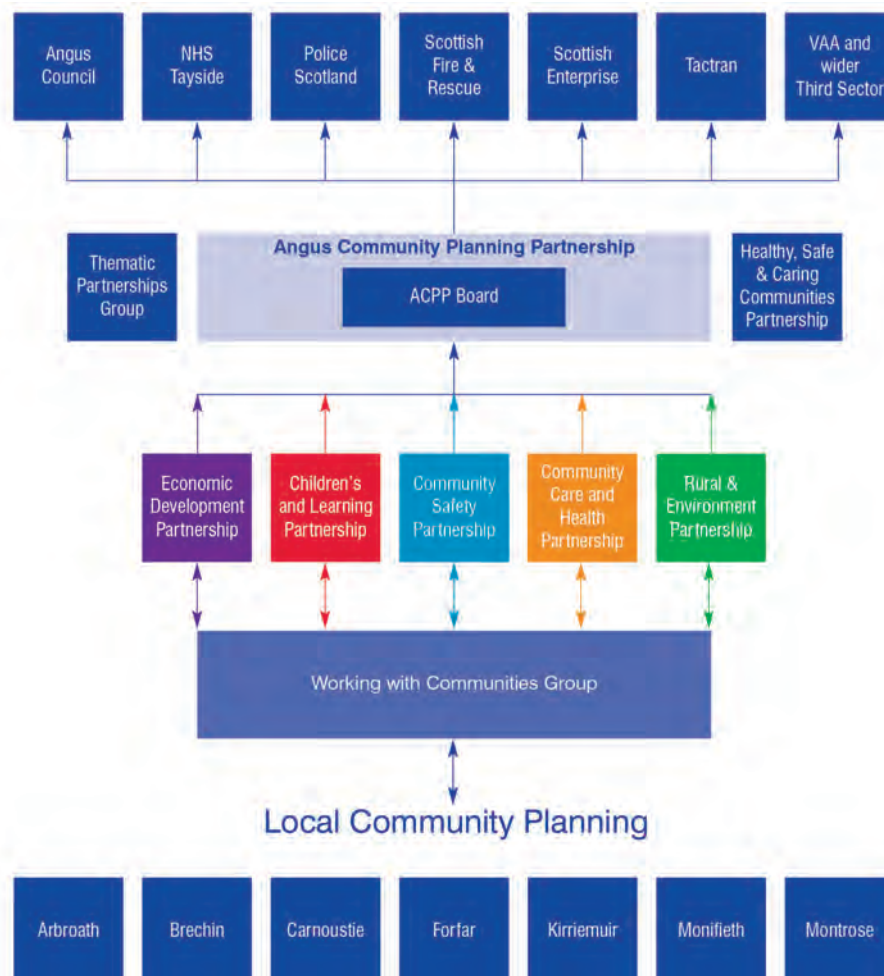
Section 2: Angus Community Planning Partnership

The structure of the Angus Community Planning Partnership has been revised to reflect the step change required for all partnerships in meeting the aspirations for partnership work set out in the “Statement of Ambition”. The new structure is set out in Diagram 3. Governance arrangements still clearly sit with individual partner organisations for decision making purposes at this time.

The Angus Community Planning Partnership’s membership has been extended and the remit has changed to focus on cross-cutting issues as well as having oversight of the Community Plan and SOA and performance reporting. A new board has been established to help achieve a step change in performance through improved decision making and improved collaboration between partners. With only 10 members, the board will be able to listen to the broader partnership, but importantly, influence key decisions and resource shifts.

Prioritising better empowerment for and engagement with communities, a new Working with Communities Group will help to ensure a two way flow between Angus wide thematic approaches and local geographic or community of interest needs. The Thematic Partnerships’ Group will help address planning and performance in the round, taking account of the often complex issues that cut across one or more of our five thematic partnerships’ activities

Diagram 3





Section 3: Community Engagement

Over the last year we have reviewed our approach to working with communities which has resulted in a more strategic approach. We have agreed to pursue a number of key recommendations that will improve our work in this area, including identifying new measures and targets that will deliver on the following local outcomes:

- Local Outcome 5: Individuals and families are involved in decisions which affect them
- Local Outcome 6: Individuals are involved in their communities

In order to take this forward a Working with Communities Group has been formed as part of the main Angus Community Planning Partnership.

At a strategic level the Working with Communities Group will develop the Angus response to national policy developments and expectations with regard to community capacity building and community engagement. The focus of the group's work is with both geographic based groups and community interest groups. Over the next three years significant efforts will be focused on getting it right with communities and an emphasis will be planning for place, involving communities in finding local solutions to local issues in an attempt to reduce negative outcomes.

Every two years we undertake a citizen's survey to gather perceptions on a variety of subjects linked to our local outcomes including quality of life, health and wellbeing, community cohesion, feelings about Angus and satisfaction with services. We use the results of the citizen surveys to help allocate resources for maximum community benefit and to form plans for both strategic and local community planning activity.

We also carry out a community engagement impact exercise on an annual basis that gathers information from partners on the different types of engagement activity employed throughout the year, how often the national standards for community engagement are being applied, and whether a service has changed as a result of the activity. It also gathers evidence of impact and continuous professional development taking place. It looks for examples of external feedback that has commented on the effectiveness of engagement eg from HMiE or other scrutiny bodies and asks for partners input into their future capacity building needs. We will continue to prioritise this work in order that we can understand and appreciate the involvement of individuals and communities at a local level on higher level outcomes.

Work is also undertaken to develop evaluation models that capture the value that working in partnership brings to communities, as well as case studies that tell a story about the real outcomes for individuals. Appendix 2 shows examples of this work using logic models to demonstrate a 'pathway' between the individual contributions of partners to a collective improvement outcome. This is especially important as it can be shown that whilst partners may have differing individual short term outcomes, the final outcome is common to all partners involved. These evaluation models add a depth and breadth to the reporting we currently undertake and we want to build on this work in order that the partnership can understand and appreciate the impact of our work on better outcomes for individuals and communities.



Section 3: Community Engagement

One of the fundamental principles that we have collectively signed up to is that of communities taking greater control. Significant work is underway locally through local community planning activity, local area partnerships and mainstream capacity building work to enable communities to undertake and enhance their decision-making processes. An example of this is the recent work with the Forfar Community Council and the Forfar and Area Partnership who organised an event called Your Forfar where community groups agreed a vision for the town:

'Forfar will be a strong community and a vibrant town that looks after its people, serves the surrounding area, and attracts visitors'.

In order to make this vision a reality, three priority areas for action were identified – community development, marketing Forfar, and the town centre.

We want to continue to build on this work to ensure that communities across Angus have more opportunities to play their part in helping to deliver the outcomes that matter.

In our partnership response to the Community Empowerment and Renewal Bill we agreed that communities owning assets and being able to bring unused and underused assets in their areas back into use is an important development. We have been working with the community of Friockheim through the community council and others in the village investigating the possibility of redevelopment of the old Eastgate Primary School to become a community resource. This has resulted in the establishment of the Eastgate Group, which has successfully secured funding to conduct a feasibility study in this area. We intend to build on this approach as opportunities arise.

There are 24 active community councils in Angus that we want to continue to support in their role with regard to new and emerging complex issues, including wind farm planning applications, asset management and service delivery.

We recognise that communities doing things for themselves can sometimes be the best way of delivering change and this change can bring increased confidence and skills amongst local people and higher numbers of people volunteering in their communities. To assist individuals and communities, our third sector interface (Voluntary Action Angus) has developed a satellite base that will serve the inland area of Angus. It is being shaped by the needs of the third sector and aims to stimulate and support social innovation. It will provide co-working space for individuals and organisations, as well as meeting rooms and event spaces.



Section 4: Equalities

All partners are progressing activities in order to meet their equalities duties. This involves attention to the eight protected characteristics in public service delivery as well as the workforce. Partners discharge their equalities duties in a way that mainstreams activity while understanding and appreciating the impact of their actions on protected groups through impact assessment, for example when setting budgets, staff pay, flexible working arrangements etc. Partners are also currently developing equality outcomes and it is these outcomes that are fundamental to partnership activity. There is an additional individual obligation on partners to publish equality outcomes.

The disparity between equity and inequity is brought to the fore in the context of delivering an SOA. Many of the actions, measures and outcomes in our SOA continue to be targeted towards closing inequality gaps for individuals and communities, sometimes by taking a mainstreaming approach. We collectively want to understand and appreciate the impact a mainstreaming approach has on protected groups in order that we can better focus our collective resources and our targeted and mainstreaming approaches where they will have most impact. We are not starting with a clean sheet of paper however. Partners have been actively working with individuals and communities in protected characteristic groups for many years. Tackling equalities issues within the context of the SOA is therefore principally about improvement.

In terms of age the Angus Community Planning Partnership intends to target resources to the early years (pre-birth to eight), young people aged 16-19 and older people from age 75 upwards. That is not to say that partners will not work with other age groupings but that work in the early years and with 16-19 year olds is intended to be preventative, and focusing on over 75s is about tackling the demographic challenge of an increasing older population. In focusing on these age groups we believe we will also pick up on gender and disability equalities issues.

We will consider gender in terms of equipping people for employment, attainment, exclusions from school, positive destinations, teenage pregnancy, literacy/numeracy and domestic abuse.

In Angus we have a very high percentage of migrant workers, principally from Eastern Europe, and very low numbers of people of Asian, Chinese and other international settlers. As a partnership we will continue to welcome people to Angus. We expect the number of people from Eastern Europe to increase again in 2014 when Romania and Bulgaria become European member states. Our main target of equalities activity in relation to race will be through learning, including pre-school and through the curriculum, as well as the integrated partnership approach focused on health issues and safety through roadshows to farms. We will also focus on the accommodation needs of families.

Another feature of our partnership effort is with Gypsy travellers and show people. This covers accommodation needs and school and educational opportunities. We will continue to engage with these communities in Angus.

Disability is an equalities example that is part of the mainstream business of partners in relation to health and social care, education, planning and transport. Principally, the partnership will focus on accessibility as well as continuing to support people with disabilities to have a voice in our plans and to develop their own capacity to manage their disability. Much of the partnership action around enablement and the management of long term conditions as well as people feeling safe in their communities, both day and night, are examples of partnership activity in this area. However, the partnership is also concerned with employment, learning and volunteering opportunities being available for people who have a disability.



Section 4: Equalities

Angus is predominantly Christian, although some people do practice other religions and beliefs. While partners respect religious activity, there is no evidence to demonstrate that it is a particular issue of concern in Angus.

In relation to sexual orientation, gender reassignment and pregnancy and maternity, the partnership is not currently targeting issues in isolation from the mainstream. Individual partner agencies have appropriate policies in place.

Where there is no targeted approach towards the protected characteristic groups we do however monitor these through incidents of reported hate crime and community safety surveys.



Section 5: Partnership Priorities

Communities That Are Prosperous And Fair

Local Outcomes	National Outcomes	National Policy Priority
1 We have a sustainable economy with good employment opportunities	1 We live in a Scotland that is the most attractive place for doing business in Europe	Economic Recovery and Growth
	2 We realise our full economic potential with more and better employment opportunities for our people	
2 Angus is a good place to live in, work in and visit	7 We have tackled the significant inequalities in Scottish society	Employment
	13 We take pride in a strong, fair and inclusive national identity	

The Economic Development Strategy 2013 – 2020 for Angus identifies the following priority areas:

Supporting Enterprise and Infrastructure

- Developing our approach to support growth within local enterprise
- Supporting the development of local Infrastructure and physical regeneration to meet the requirements of local business
- Developing the potential of our targeted business sectors

Supporting Pride in Place

- Marketing and promotion of the area to enhance the perceptions of Angus locally, nationally and internationally
- Supporting the development of local events and festivals to encourage local pride
- Encouraging internationalisation

Supporting Communities

- Enhancing our engagement with communities
- Supporting equalities in our community
- Supporting the work of the third sector in tackling inequalities

Supporting Skills

- Supporting the needs of local business with a skilled and motivated workforce
- Supporting local people to take up employment opportunities
- Developing opportunities for young people entering employment, education, training and volunteering

Focus on Prevention

All of the priority areas above incorporate elements of a preventative approach. Targeting our resources in this way is fundamental to improving outcomes for people and communities. Two particular aspects of prevention have a broader impact:



Section 5: Partnership Priorities

Communities That Are Prosperous And Fair

Business Development

- Support and advice, particularly to start-ups and those with high growth potential, to enable job creation and where appropriate encourage internationalisation
- Investment in infrastructure (e.g. land & property, broadband) to remove constraints to investment
- Promote Angus/ East Scotland to investors and visitors
- Target resource at employment sectors with growth potential

Employability

- Investment in skills and personal development (both in terms of people out of work and in work)
- Target newly or short term unemployed
- Establish more modern apprenticeship opportunities
- Focus on further and higher education eg. Engineering Centre of Excellence
- Promote volunteering opportunities

These initiatives are focused on getting our people into education, employment, volunteering and training and it is recognised that assisting those closest to employment back into work lessens the potential health and debt issues that they may face if they enter into long term unemployment.

Focus on Communities

Membership of the economic development partnership facilitates access to a number of communities, including members of the Federation of Small Businesses, the Dundee and Angus Chamber of Commerce, the third sector, further/higher education and local community representatives. Economic development also has an important contribution to make in terms of supporting sustainable communities through 'visioning' exercises involving local people and businesses.

Communities are given support to access a range of funding opportunities to promote regeneration and economic recovery. For example, Brechin Townscape Heritage Initiative successfully enhanced 33 historic buildings: partnership working with local businesses and other community groups was fundamental to the success of the project.

Extensive consultation with stakeholders was a key element in the development of the Angus Economic Development Strategy (2013). Initial discussions drawing on the understanding of economic development partners were supplemented by an event which involved representatives from across all of the thematic groups. Public consultation helped to establish the key priorities of the strategy and determine how they will be taken forward. The identified priority of 'Supporting Communities' highlights the importance that the partnership places on this aspect of delivering the vision for Angus.

The Angus Ambassadors Group has recently been relaunched and now includes a number of key business representatives who will provide a forum to enable feedback on the work of the Economic Development Partnership. In addition, a number of different industry-led groups have been established for Activity Tourism, Accommodation, Food & Drink and Golf. These groups are primarily looking at synergies across the business community to promote local business growth.



Section 5: Partnership Priorities

Communities That Are Prosperous And Fair

National Policy Priorities

The following diagram illustrates the contribution, direct and indirect, that the Economic Development Partnership makes to the six national policy priorities which in turn will help improve outcomes for individuals and communities in Angus.





Section 5: Partnership Priorities

Communities That Are Prosperous And Fair

Supporting Enterprise & Infrastructure

What are the challenges and issues?

It is essential that we offer good business advice to our companies and support the development of local infrastructure and physical regeneration. This will help to create favourable market conditions that assist with the prosperity and sustainability of our local businesses. Connectivity, business births, earnings and an ageing population are particular challenges in Angus.

Key opportunity sectors in Angus have been identified as tourism and hospitality, health and social care, food and drink and energies. There is also scope to further develop the third sector through social enterprises. Opportunities also exist to expand our approaches to support internationalism.

- Connectivity: current analysis suggests that around 68% of premises in Angus are in postcodes where the market will deliver Next Generation Broadband (NGB) without public sector intervention
- Number of VAT/PAYE registered businesses has been fairly static over the past five years, however the Angus rate (429 per 10,000 adults) is above the Scottish average of 368 per 10,000 adults
- The 3 year business survival rate to 2010 was above the Scottish figure of 65.5%
- Number of new business bank accounts being opened has been declining since 2007
- Angus has lower levels of business start-ups than the national average but there is a significant amount of self employment (9.4% Sept 2012)
- During 2011 the number of new enterprises increased for the first time since 2008 which mirrors the increase in self employment recorded by Office of National Statistics in 2011/12
- Angus has lower than average wage levels
- The dependency ratio (of those too young or old to work and those of working age) is 61.69% (compared to 52.35% for Scotland)
- Angus is the nearest point to the offshore wind farm on the north east coast of Scotland awarded in the latest round
- The majority of businesses in Angus are small or medium sized enterprises
- There are diverse sectors but the county is reliant on public sector jobs: Angus Council employs over 5,000 people
- The Angus Centre for Enterprise is a dedicated centre with the key aim of supporting anyone who may be looking to set up in business

What is our long-term vision to improve outcomes over the next 10 years?

- Angus will have a strong business base within the following sectors – sustainable energies; tourism; food and drink; health and social care
- More businesses will trade on an international platform
- New technologies will greatly enhance opportunities for local businesses, people and communities through improved connectivity
- There will be more opportunities for work locally, including social enterprises
- More people will be attracted to live and work in Angus
- People and businesses will be better connected (eg via broadband)



Section 5: Partnership Priorities

Communities That Are Prosperous And Fair

Local Outcome 1: We have a sustainable economy with good employment opportunities

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
VAT/PAYE registered businesses per 10,000 adults	429 (2012)		440	We will develop our approach to support growth within local enterprise
Business Start Ups/10,000 adults	30 (2010)		31	
3 year business survival rates	74.3% (as at 2010)		75%	
% of Angus covered by broadband speeds of 40-80 Mbps	New Indicator (baseline to be established)		85% at 40-80 Mbps by end 2015	We will support the development of local infrastructure to meet the requirements of local businesses
Number and % of companies that are active exporters	New Indicator (baseline to be established)		Long term target is to increase exporters	We will encourage Internationalisation
Jobs by sector: No's employed in:				
Agriculture & fishing	1,900 (2012)		2,000	We will develop the potential of our targeted sectors
Energy & Water	800 (2012)		900	
Distribution, hotels & restaurants	9,300 (2012)		10,000	



Section 5: Partnership Priorities

Communities That Are Prosperous And Fair

Supporting Skills

What are the challenges and issues?

Matching local people with employment opportunities and investing in their future is important to ensure that we have a skilled workforce that is well equipped for employment.

- In Angus there are 64545 people of working age (mid year estimate 2011), 74.2% of whom are in employment
- In Angus, the percentage of people who are of working age is decreasing. It currently stands at 58.34% (2011) but in 2001 was 60.22%. A decreasing working age population will mean more competition among employers for local labour.
- Over 9% of the working age population has no qualifications (NOMIS 2010). This is a reduction of 3% from 2007 and is also better than the Scottish average, at 12.4%
- The level of qualifications in Angus has been steadily improving since 2006. Over 30% of the working age population hold degree level qualifications (NVQ level 4 and above)
- Wage levels differ greatly for those working and those living in Angus. Earnings by workplace (those working in the area) are £437.00 per week (2012), which is over 12% lower than the Scottish level. The key barriers to employment included transport, ill health, redundancy, termination, skills, opportunities and childcare costs

What is our long-term vision to improve outcomes over the next 10 years?

- Welfare reform policy will allow employers access to a more flexible and work ready labour market
- Young people will be supported into a positive destination on leaving secondary education
- Local skills will match local job opportunities
- People – and especially young people – will be better equipped to access work, education, training and volunteering locally and elsewhere



Section 5: Partnership Priorities

Communities That Are Prosperous And Fair

Local Outcome 1: We have a sustainable economy with good employment opportunities

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Employment rate (16-64)10	74.2% (Q4 2011)		76%	We will support the needs of local business with a skilled and motivated workforce
Underemployment rate	11% (2012)		10%	We will support local people to take up employment opportunities
Economic Activity Rate for 16-19 yr olds	61.8% (2012)		65%	We will develop the number of youth opportunities for those going into employment, education, training and volunteering
Median earnings (£s) for people working in the local authority area	£437.00 (2012)		£460	We will support local people to take up local jobs
Median earnings (£s) for people living in the local authority area	£473.10 (2012)		£490	
% of school leavers in positive and sustained destinations	93.5% (2011/12)		94%	We will develop the number of youth opportunities for those going into employment, education, training and volunteering



Section 5: Partnership Priorities

Communities That Are Prosperous And Fair

Supporting Pride In Place

What are the challenges and issues?

Civic pride and promotion of the local area helps to build strong and vibrant communities. Attracting visitors to the area and developing our international markets will help create a welcoming environment.

- There are recent improving tourism figures for expenditure, numbers and stays
- In the Angus Citizens Survey 2011, 98% of respondents were satisfied with the built environment, and 99% of respondents were satisfied with the natural environment. There was also very high satisfaction with quality of life
- Angus is the fourth highest local authority in Scotland for number of migrant workers registering to work

What is our long-term vision to improve outcomes over the next 10 years?

- The development of community capacity through local events and festivals will bring greater economic spend to the local area
- The good environment offers opportunities for outdoor tourism growth
- People will enjoy living in their communities and be proud to welcome others to them
- The tourism offer will be enhanced by programmed events and capital investment in and around Angus e.g. The V&A; Ryder Cup; Commonwealth games and the 700th anniversary of the declaration of Arbroath 2020

Local Outcome 2: Angus is a good place to live in, work in and visit

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Tourism – visitor numbers	902,990 (2011)	↑	920,000	We will market and promote the area to enhance the perceptions of Angus locally, nationally and internationally
Tourism – visitor expenditure	£94.85m (2011)	↑	£97m	
Visits to AngusAhead website	292,208 (2011/12)	↑	300,000	
% of residents stating they are satisfied with the quality of life in their neighbourhood	99% (2011)	↑	Maintain at 99%	We will support the development of local events to encourage local pride



Section 5: Partnership Priorities

Communities That Are Prosperous And Fair

Supporting Communities

What are the challenges and issues?

The personal wellbeing and health of people are at the heart of any community. It is essential that we support communities to help distance them from poverty and inequalities.

- 13.9% of working age population (2012 April – Sept) are receiving benefits, with the largest group being those claiming incapacity benefit; this figure has increased slightly over the last year and remains stubbornly high in some parts of Angus; Scottish levels are higher with 16.8% of people between 16 and 64 claiming a benefit
- Local community plans, developed with extensive community engagement, will complement the new economic development strategy
- In Angus the current economic inactivity rate is 22.8% which is 15,500 people in the area not contributing to the economy through work. For a high percentage this is due to higher education, caring responsibilities or illness
- Angus has seen an increase in data zones in the 10% most deprived in Scotland since SIMD 2009

What is our long-term vision to improve outcomes over the next 10 years?

- There will be a more robust process for engagement with communities through the third sector single interface
- Communities will be better involved in reducing inequality
- There will be fewer people on workless benefits due to the impact of welfare reforms
- Those who can work will participate in employment and those who are unable to work will receive appropriate support
- People will be healthier and happier

Local Outcome 2: Angus is a good place to live in, work in and visit

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? Targets)	What will we do over the next year?
% of children in poverty	14.1% (2010)		13%	We will support equalities in our community
% of the population who are income deprived	11% (2011)		10%	
Number of social enterprises established	New Indicator (baseline to be established)		Long term target is to develop the social economy	We will support the work of the third sector in tackling inequalities



Section 5: Partnership Priorities

Communities That Are Learning And Supportive

Local Outcomes	National Outcomes	National Policy Priority
3 Our children and young people are confident individuals, effective contributors, successful learners and responsible citizens	3 We are better educated, more skilled and more successful, renowned for our research and innovation	Early Years
4 Adults maximise their potential through learning opportunities	4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens	
	5 Our children have the best start in life and ready to succeed	
	6 We live longer, healthier lives	
	7 We have tackled the significant inequalities in Scottish Society	
	8 We have improved the life chances for children, young people and families at risk	
	11 We have strong, resilient and supportive communities where people take responsibility for their actions and how they affect others	

The Children’s and Learning Partnership is working to maximise the potential of and improve outcomes for all children, young people and adults in Angus. Achieving better integrated early years’ provision is a major challenge and we recognise that investing in the early years has lifelong benefits for children in terms of both their emotional development and their level of achievement in life.

Another key challenge for the Children’s and Learning Partnership is the need to tackle inequalities in health for children and young people. Major commitments include work to reduce obesity, promote breastfeeding and adopt other preventative measures, for example, providing support to vulnerable families and vulnerable mothers, including young mothers.

The partnership priority areas are:

- Getting it Right in Early Years
- Getting it Right for Children and Young people
- Getting it Right for Children with additional needs
- Getting it Right for Adult Learners



Section 5: Partnership Priorities

Communities That Are Learning And Supportive

Focus on Prevention

Early years describes the period of a child's life from pre-birth to eight years of age. There is a clear national focus on improving services targeted at this age group in light of conclusive evidence, long since available, that experiences before birth and throughout the early years of life can impact significantly on long term life chances. The partnership is committed to ensuring the early provision of services, in particular to vulnerable children, thereby avoiding more intensive and more costly interventions at later stages. This 'early intervention' approach requires a clear shift in emphasis from crisis intervention to prevention.

A key priority now for the partnership is to streamline provision across services to ensure that appropriate support is accessible and available when needed. The development of an Angus Parenting Strategy, the development of an online information resource and a full review across services of the roles and remits of early years staff will facilitate the development of an increasingly efficient service to children and families. It will also help to reduce any duplication of services and target support where it is most needed

Focus on Communities

The Children's and Learning Partnership uses a range of strategies to ensure effective engagement with stakeholders, including young people, parents and carers, partner agencies and members of the community. These include:

- Annual questionnaires issued by schools to parents
- Biannual questionnaire to social work and health service users
- Regular meetings with senior education managers for parent council representatives
- Annual visits to schools by senior education staff to listen to the views of learners, teaching and support staff
- Forums for foster carers
- Visits to voluntary and partner providers of pre-school provision
- Network meetings for parents of children with additional support needs
- Regular views of children looked after and children at risk through an interactive on-line survey
- Meetings of the eight local children's and learning partnerships

In addition, there are frequent opportunities for consultation and engagement on key issues affecting our communities. This has recently included information gathering during service reviews of early years, foster care and additional support needs and in ensuring appropriate learning opportunities for migrant workers. There is also ongoing consultation about developing approaches to increase the number of hours of pre-school provision.

The young people of Angus have a voice within school and community arenas, and also participate in the Scottish Youth Parliament. Engagement with stakeholders is kept under review and there is a growing awareness of the need to make more use of technology and social media in our communications.

A priority for the future is to further develop a range of mediums for engaging with service users, parents and carers about service improvement. In addition, the current service level agreement with Who Cares? will be revised to include a requirement to develop an effective consultative forum for young people who are looked after.



Section 5: Partnership Priorities

Communities That Are Learning And Supportive

National Policy Priorities

The following diagram illustrates the contribution, direct and indirect, that the Children's and Learning Partnership makes to the six national policy priorities which in turn will help improve outcomes for individuals and communities in Angus.





Section 5: Partnership Priorities

Communities That Are Learning And Supportive

Getting It Right In Early Years

What are the challenges and issues?

Evidence shows that the period before birth and in the early months and years of a child's life has a profound impact on their physical, mental and emotional development, and, in turn, their life chances. This means providing nurturing and supportive environments for children and identifying as early as possible any additional support that may be required.

Feedback obtained from stakeholders in the course of the recent Early Years Review indicates significant levels of satisfaction with the support provided by early years services in Angus. However, that feedback has also included a number of areas for improvement. These relate to the following aspects of service activity:

- staffing and workforce development
- support for parent and carers
- support for early learning

What is our long-term vision to improve outcomes over the next 10 years?

- Women will experience positive pregnancies resulting in healthier babies
- Children will have all the developmental skills and abilities expected of them

Local Outcome 3: Our children and young people are confident individuals, effective contributors, successful learners and responsible citizens

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Proportion of new-born children exclusively breastfed at first visit	36.7% (2011/12)	↓	40.5%	Continue to work towards achieving the UK UNICEF Community Baby Friendly Accreditation for NHS Tayside community nursing workforce
Low birth weight – % all births	1.32 (2009-11)	↑	1.30	Promote attendance at maternal and infant nutrition programmes
Infant mortality (per 1000 live births)	New Indicator (baseline to be established)		Reduce by 15% by 2015	



Section 5: Partnership Priorities

Communities That Are Learning And Supportive

Local Outcome 3: Our children and young people are confident individuals, effective contributors, successful learners and responsible citizens

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
% of children in Angus reaching all of the expected developmental milestones at 27/30 month review	New Indicator (baseline to be established)		Achieve 85% by 2016	Redeploy staff across services to better meet the needs of our youngest children and their families
% of children in Angus reaching all of the expected developmental milestones at the time they start school	New Indicator (baseline to be established)		Achieve 90% by 2017	Develop an updated Early Years Curriculum Strategy to give clear direction to the improvements needed in learning and teaching at Early Level to take account of the expectations of Curriculum for Excellence

Getting It Right For Children And Young People

What are the challenges and issues?

Getting it right is about taking a fresh look at how we do things locally and building on current good practice in order to align existing processes into one common framework of assessing, planning and taking action. It underpins all of the work of the Children's and Learning Partnership. The key elements are a shared assessment across all agencies and professionals; a named person for all children and young people; a lead professional to co-ordinate and monitor multi-agency activity and a single child's plan.

Getting it right will enable children and young people to get the help they need when they need it. It will also improve the effectiveness of interagency working in delivering improved outcomes for children and young people and families. Promoting the well-being of children throughout childhood relates to the aspirations for the future that all children should grow to be confident individuals, effective contributors, successful learners and responsible citizens.

Some of the challenges facing the partnership include improving attainment and increasing the number of pupils successfully completing achievement awards.

What is our long-term vision to improve outcomes over the next 10 years?

- Getting it right for all children and young people
- Providing an inclusive learning environment for all children and young people



Section 5: Partnership Priorities

Communities That Are Learning And Supportive

Local Outcome 3: Our children and young people are confident individuals, effective contributors, successful learners and responsible citizens

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Average tariff score of lowest attaining 20%	68 (2012)		70	Continue to support schools to implement On Track with Learning (OTWL)
Gap between the lowest 20% and remaining 80%	138 (2012)		135	Further improve attainment in literacy through focused reading support
% of S4 pupils achieving English & Maths at SCQF Level 3	94% (3 yr aver to 2012)		95%	Continue to support and challenge senior school managers to raise attainment and deliver the best possible outcomes for all pupils.
% of S4 pupils achieving 5 awards at SCQF Level 5	34% (3 yr aver to 2012)		36%	
% of S6 pupils achieving 3 awards at SCQF Level 6	35% (3 yr aver to 2012)		37%	
% of pupils staying on to S5	70% (2011/12)		73%	Promote and develop opportunities for young people leaving school
% of pupils staying on to S6	49% (2011/12)		50%	
% of P1 pupils within a BMI healthy range	75.1% (2010/11)		78%	Implement the Physical Activity Action Plan
Number of pupils gaining Saltire Awards	New Indicator (baseline to be established)		Long term target to increase	Develop 'volunteering schools' across Angus



Section 5: Partnership Priorities

Communities That Are Learning And Supportive

Getting It Right For Children With Additional Needs

What are the challenges and issues?

Additional needs is a broad and inclusive term that applies to children and young people who, for whatever reason, require additional care and support, long or short term, in order to help them achieve their potential. These needs can vary – from having a learning or physical disability, being bullied, having English as an additional language, being at risk, being particularly able or talented, being a young carer.

The priority groups for the Children and Learning Partnership over the next three years are:

- Children in need of protection
- Children with autism
- Looked after children
- Children affected by parental substance misuse
- Young carers

The focus over the next year is to identify opportunities for change which will bring greater cohesion and ensure a fit for purpose, co-ordinated, streamlined and responsive service to support and meet present and future needs.

What is our long-term vision to improve outcomes over the next 10 years?

- Children who need support are given the right help at the right time
- All children maximise their potential

Local Outcome 3: Our children and young people are confident individuals, effective contributors, successful learners and responsible citizens





How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
% of children looked after away from home in family based placements	92.7% (2012)	↑	Maintain at 2012 level	Promote and enhance foster care provision and review the kinship care scheme
% of looked after children school leavers in positive destinations	60% (2011/12)	↑	65%	Develop throughcare and aftercare provision across Angus



Section 5: Partnership Priorities

Communities That Are Learning And Supportive

Local Outcome 3: Our children and young people are confident individuals, effective contributors, successful learners and responsible citizens

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of exclusions from school (Primary)	75 (2012)		70	Monitor exclusions on a monthly basis with a particular focus on primary school children and looked-after young people
Number of exclusions from school (Secondary)	310 (2012)		290	
Number of children with autism in care outwith Angus	7 (2012/13)		5	Develop additional respite services locally
Number of young carers identified	202 (2012/13)		Increase by 10%	Ensure all young carers have a comprehensive assessment and support plan

Getting It Right For Adult Learners

What are the challenges and issues?

All Angus residents should have access to opportunities that enable them to achieve the things they want to achieve for themselves, their families and their communities. We face a number of challenges including:

- Improving the evaluation and planning of community based adult learning services
- Linking and aligning plans to locally identified need and community planning partnership priorities
- Sharing information and managing resources across adult learning providers
- Effective arrangements to support transition between learning providers and to enable people to gain credit and recognition for their learning and to carry that with them
- Greater and more effective adult learning contribution to early years and family learning
- Extend the range of contributions that “non specialist” partners make to the achievement of adult literacy and numeracy outcomes
- Adult learners with additional support needs and those recovering from substance misuse are properly catered for within both generic and specialist provision
- Information on the full range of learning opportunities for adults in Angus is available to members of the public
- Adult learning providers, including the voluntary sector, are making effective responses to the emerging welfare reform agenda



Section 5: Partnership Priorities



Communities That Are Learning And Supportive

Getting It Right For Adult Learners

What is our long-term vision to improve outcomes over the next 10 years?

- Adult learners in Angus have their achievements recognised and where appropriate accredited
- Learners will enjoy high quality learning experiences
- The life chances of learners are increased
- Learners enjoy a greater sense of well-being

Local Outcome 4: Adults maximise their potential through learning opportunities

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
% of community based learners having their achievements accredited	New Indicator (baseline to be established)		5% increase in the number of learners achieving core skills accreditation	Develop effective partnership arrangements across all learning communities to promote learning opportunities, including parental and family learning
Number of new literacy/numeracy learners	843 (2011/12)		Increase by 5%	Develop and implement an all age adult literacy and numeracy strategy Implement new qualifications in literacy and numeracy
Number of new learners of English for Speakers of Other Languages (ESOL)	196 (2011/12)		100 new learners each year	Implement new qualifications in ESOL

Local Outcome 5: Individuals and families are involved in decisions which affect them Local Outcome 6: Individuals are involved in their communities

New measures and targets will be developed by the newly established Working with Communities Group to deliver on these outcomes.



Section 5: Partnership Priorities

Communities That Are Safe And Strong

Local Outcomes	National Outcomes	National Policy Priority
7 Our communities are safe, secure and vibrant	6 We live longer, healthier lives 8 We have improved the life chances for children, young people and families at risk 9 We live our lives safe from crime, disorder and danger 11 We have strong, resilient and supportive communities where people take responsibility for their actions and how they affect others	Safer and Stronger Communities Reducing Offending

The Community Safety Strategic Assessment (2013/16) aims to establish an accurate picture of current and emerging trends to ensure an intelligence led business planning approach. It provides a model to effectively and efficiently direct partnership resources based on identified needs and identify areas for improvement, such as more prevention opportunities, better partnership working, enhanced community engagement as well as identifying where efficiency savings can be made. The threat and risk assessment used for this strategic assessment has highlighted five areas considered as the greatest risk to the partnership. These are:

- Anti Social Behaviour (ASB)
- Gender-Based Violence (GBV)
- Home Safety
- Road Safety
- Public Protection and Safety

Focus on Prevention

Community safety is all about early intervention and prevention with key objectives to:

- Promote the responsibility of all community members to respect themselves, their immediate neighbours and the community in general
- Support communities, including the general majority of people who want to live harmoniously with others in a safe and secure environment while confronting the small minority of people whose behaviour undermines this
- Prevent antisocial behaviour arising and escalating through early detection and proactive management.

Police and fire services are central to the delivery of 'safer and stronger communities' and their focus has shifted over the past few years from enforcement and reaction to crime prevention, home/fire safety and road safety. The main purpose is to work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Angus. This outcome-focused approach ensures that the delivery of police and fire services are dynamic, effective and delivered in partnership to make communities safer and stronger, through prevention and community engagement.

A significant amount of the resources available to the partnership is targeted to specific activities and initiatives designed to prevent crime, provide reassurance and raise awareness so as to enhance the lives of



Section 5: Partnership Priorities

Communities That Are Safe And Strong

individuals and communities. All are carried out in collaboration with other partner organisations, including local businesses and the voluntary sector, to ensure they address local needs. Over the past few years, crime rates have been decreasing and antisocial behaviour has also been reducing which we believe is partly attributable to the focus on prevention. Despite the current economic climate, the partnership will continue to promote and develop preventative approaches to sustain this downward trend and achieve the vision that Angus communities will be 'safe, secure and vibrant'.

Prevention includes the Friday Night Projects currently in place in most towns in Angus to provide positive life choices for young people. They also include innovative approaches such as Just Play that engages with 0-3 year old children and their families known to have a generational history of being involved in crime and antisocial behaviour. The initiative seeks to break the cycle by allowing the child to develop social skills through play.

Safe Angus provides experiential learning to all primary 6/7 pupils in Angus designed specifically to keep our young people safe. The Repeat Callers Initiative seeks to identify the vulnerable within our communities and dedicates partnership resources to reduce the issues affecting the individual as well as signposting them to other relevant organisations if required. A further example of preventative work is the home fire safety visits carried out by fire and rescue officers in Angus.

Focus on Communities

At a strategic level, individuals and partner organisations are involved in identifying priorities through consultation on the Community Safety Strategy and the biennial Community Safety Survey which is a postal questionnaire targeting 10,000 households in Angus.

The Community Safety Partnership is also involved in local community appraisals which identify and prioritise issues at a local level. The process involves a combination of self-completion questionnaires, 'face-to-face' doorstep discussions, residents meetings and focus groups. These appraisals demonstrate the importance of building community capacity as a means of developing lasting solutions over a relatively short period of time. A recent exercise undertaken in an area of Forfar has been recognised nationally as good practice. Local residents feel they now have a shared understanding of community priorities that local people can work on and what agencies they can draw on for support.



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Communities That Are Safe And Strong

National Policy Priorities

The following diagram illustrates the contribution, direct and indirect, that the Community Safety Partnership makes to the six national policy priorities which in turn will help improve outcomes for individuals and communities in Angus.





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Communities That Are Safe And Strong

Antisocial Behaviour

What are the challenges and issues?

- Respondents to Public Perception Survey (Tayside Police) in 2011/12 cited antisocial behaviour as the issue that causes most concern in local neighbourhoods. 46.5% of respondents thought antisocial behaviour was the most common crime / offence in their local neighbourhood
- Angus Community Safety Partnership Joint Services Team regularly monitor antisocial behaviour (ASB) complaints and respond appropriately
- The biennial Community Safety Survey 2011 confirmed that environmental antisocial behaviours like dog fouling and littering are of most concern to neighbourhoods in Angus (59% of 2522 residents asked were very or fairly worried about dog fouling)
- The Social Housing Charter has redefined how cases of ASB are measured and how performance in tackling cases of ASB is reported. Targeted 5% reduction may be influenced by new recording mechanisms and service standards
- In 2011/12, vandalism etc accounted for almost 29% of total Group 1 – 4 crimes recorded in Scotland. In the same year, vandalism in Angus accounted for just over 35% of total Group 1 – 4 crimes
- Police forces across Scotland recorded over 71,000 acts of vandalism in 2011/12; this was a reduction of almost 8.5% compared to the preceding year. In Angus, the reduction over the same period was almost 14%
- Between 2008 and 2012, Angus experienced a reduction of 62.8% in the number of youth nuisance complaints. Despite this, communities regularly cite youth nuisance as a concern in their neighbourhood. It is evident therefore that communities are unaware of such a reduction and therefore the perception of youth nuisance remains high
- The proportion of crimes with an 'alcohol offender aggravator' is decreasing but remains a cross-cutting issue which needs to be addressed

What is our long-term vision to improve outcomes over the next 10 years?

- People take more responsibility for their actions
- Individuals and communities will be reassured
- Offending will be reduced
- People will be healthier and happier
- The environment will be improved

Local Outcome 7: Our communities are safe, secure and vibrant

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of antisocial behaviour complaints	2,884 (2012/13)	↑	5% reduction in complaints	Further development of locality multi-agency early intervention



Section 5: Partnership Priorities

Communities That Are Safe And Strong

Local Outcome 7: Our communities are safe, secure and vibrant

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of dog fouling complaints	618 (2012/13)	↑	5% reduction in complaints	Target clean ups for those areas worst affected by environmental antisocial behaviour such as dog fouling
Number of youth nuisance calls	1,630 (2012/13)	↑	Reduce by 5%	Provide opportunities for young people to participate in sport, leisure, arts, culture and youth work activities
Number of incidents of reported vandalism	1,082 (2012/13)	↑	Reduce by 2%	Design and implement 'Your Streets' Project in Brechin
Number of complaints of disorder in Angus	New Indicator (baseline to be established)		Reduce by 3%	Focused police patrols in hotspot areas
Crimes recorded with an "Alcohol-Offender" aggravator	898 (2012/13)	↑	Reduce by 3%	Support the work of Focus on Alcohol to encourage people to drink more responsibly

Gender Based Violence

What are the challenges and issues?

- Police forces across Scotland recorded 59,847 incidents of domestic abuse in 2011/12; this is an increase of 7% compared to 2010/11. 54% of the incidents recorded resulted in a crime report being submitted, and over two-thirds of those crimes were reported to the Procurator Fiscal
- Around one in four women will experience some form of domestic abuse in their lifetime
- It is widely acknowledged that only around 35% of domestic abuse incidents are reported to police. It is assessed that the proportion of domestic abuse within migrant communities is reported even less



Section 5: Partnership Priorities

Communities That Are Safe And Strong

Gender Based Violence

What is our long-term vision to improve outcomes over the next 10 years?

- The risk of harm to people will be reduced
- Long term impact on women and children is reduced
- Children will be protected
- Offending will be reduced

Local Outcome 7: Our communities are safe, secure and vibrant

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of incidents of domestic abuse/10,000 population	107 (2012/13)	↔	Reduce by 10%	Support the development of the Multi Agency Risk Assessment Conferencing (MARAC) and in particular the roll out of multi-agency referral to MARAC from within core agencies
Number of crimes involving repeat victims of domestic abuse	191 (2012/13)	↔	Reduce by 5%	Work with Angus Violence Against Women Partnership to resource and deliver a support programme for non-convicted male perpetrators of domestic abuse and their families
Proportion of domestic bail checks conducted within prescribed timeframe	New Indicator (baseline to be established)		95% of initial bail checks conducted within 24 hours	Angus Community Policing Division Officers to enforce bail conditions and provide reassurance to victims of domestic abuse



Section 5: Partnership Priorities

Communities That Are Safe And Strong

Local Outcome 7: Our communities are safe, secure and vibrant

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Proportion of Risk Management Plans completed within prescribed timeframe	New Indicator (baseline to be established)		100% of Risk Management Plans completed within 24 hours	Domestic Abuse Officers, in partnership with relevant agencies, to ensure Risk Management Plans are in place for the protection of victims
Proportion of children on the Child Protection Register affected by domestic abuse	34% (March 2012)	↓	Long term target is to reduce number of children affected by domestic abuse	Develop and coordinate programme of joint partnership activities and events to support the annual 16 Days of Action

Home Safety (Including Fire Safety)

What are the challenges and issues?

- Between April and September 2012, there were 39 dwelling fires recorded in Angus; this is a drop of 17% compared to the same period in the preceding year
- Alcohol is a contributory factor in some dwelling fires and Fire and Rescue are an active partner within Focus on Alcohol to encourage safe drinking
- In 2011, there were 36 fatalities as a result of unintentional injury in Angus. Half of these were as the result of a fall
- In 2011/12, there were 166 emergency hospital admissions of children (under 15 years old), and 1,027 adult emergency admissions to hospital as a result of unintentional injury in Angus. The majority in both adults and children were as a result of a fall
- Angus, like Scotland, has an ageing population. This presents a number of issues, such as the potential and likelihood of an increase in emergency hospital admissions as a result of unintentional injury
- It is predicted that the number of people living in fuel poverty in Scotland will increase. This brings with it a potential increase in the number of chimney fires, as people resort to using open fires in order to save money on heating

What is our long-term vision to improve outcomes over the next 10 years?

- Risks to life, property and the environment are reduced
- Individuals and communities will be reassured



Section 5: Partnership Priorities

Communities That Are Safe And Strong

Local Outcome 7: Our communities are safe, secure and vibrant

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of fire-related fatalities and casualties	14 (2011/12)	↓	Reduce by 5% each year	Deliver home safety training to front line staff
Number of dwelling fires reported	39 (Apr-Sept 2012)	↑	Reduce by 5% each year	Undertake multi-disciplinary home safety visits to ensure the safety of vulnerable adults
Number of home safety visits	3,364 (2012/13)	↓	Increase by 5%	Target home safety awareness to those most at risk (eg. older people, people with drug/alcohol problems)
Number of hospital admissions as a result of a fall	New Indicator (baseline to be established)		Reduce by 5%	Extend falls prevention training and awareness raising to all front line staff

Road Safety

What are the challenges and issues?

- During 2011/12, there were 12 fatalities on Angus roads. There were 57 casualties who sustained serious injury
- In Scotland in 2011/12, there were 2,626 emergency hospital admissions of people aged over 15 as a result of road traffic accidents (RTA). There were also 406 emergency hospital admissions of children (under 15) as a result of an RTA
- Again, with an ageing population, there are additional issues presented in relation to road safety. There is an increase in the number of elderly drivers: by 2030, more than 90% of men over 70 will be behind the wheel. Older people are generally frailer and more likely to suffer serious injury
- In recent winters, Angus has experienced extreme weather conditions. Such conditions are often a causal factor in accidents
- Angus residents, like the rest of the UK's residents, are currently experiencing times of financial difficulty. More people are drinking alcohol within residential properties. This, and given that purse-strings are tight, may result in more people taking to the roads while under the influence of alcohol rather than paying for public transport

What is our long-term vision to improve outcomes over the next 10 years?

- Drivers will be more responsible
- Angus roads will be safer



Section 5: Partnership Priorities

Communities That Are Safe And Strong

Local Outcome 7: Our communities are safe, secure and vibrant

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of children seriously injured	3 (2012/13)		Reduce by 65% by 2020	Deliver road safety education and Safe Angus to local schools
Number of children killed	0 (2012/13)		Reduce by 50% by 2020	
Number of adults seriously injured	42 (2012/13)		Reduce by 55% by 2020	Ensure delivery of the actions identified within the Angus Road Safety Action Plan
Number of adults killed	6 (2012/13)		Reduce by 40% by 2020	
Number of detections for road traffic offences	New Indicator (baseline to be established)		Increase by 3%	Police Officers to carry out enforcement action in Angus in relation to inappropriate driving (speeding, mobile phone, drink driving, seatbelt etc)

Public Protection And Safety

What are the challenges and issues?

- Time of financial austerity, coupled with rising unemployment across the UK, may result in an increase in acquisitive crime. Rural acquisitive crime is currently prominent in Angus, with fuel, batteries, metal and other plant and machinery all being stolen
- Everybody can fall foul of conmen. Many elderly and vulnerable members of society are targeted and often do fall victim to scams, rogue trading and/or hard-sell techniques. There are significant levels of under-reporting to the police or other authorities. Again, the ageing population in Angus will provide more opportunities for such criminality
- Recently, following an operation with UK Border Agency, a number of people were traced working illegally in restaurants across Angus. Three individuals were arrested in connection with “organised abuse of citizen routes”. While such an occurrence is rare in Angus, this incident does highlight that there are vulnerable members of society who may be being exploited

What is our long-term vision to improve outcomes over the next 10 years?

- Offending will be reduced
- Individuals and communities will be reassured



Section 5: Partnership Priorities

Communities That Are Safe And Strong



Local Outcome 7: Our communities are safe, secure and vibrant

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
1 year reconviction rate	33% (2009/10 Offender Cohort)	↓	Reduce by 2%	Implement Community Justice Authority action plan
1 year reconviction frequency rate	68 (per 100 offenders) (2009-10 offender cohort)	↓	Reduce by 2%	Develop and implement an Intensive Support Scheme for repeat offenders
Rate of group 1-4 crimes (per 10,000 head of population)	288 (2012/13)	↓	Reduce by 2%	Further develop the Repeat Callers Initiative
Proportion of people feeling safe during the day	98% (2011)	↑	At least 95%	Ensure personal safety education is promoted through Curriculum for Excellence across all schools
Proportion of people feeling safe at night	76% (2011)	↑	At least 75%	Upgrade existing public space CCTV system
Number of people affected by financial scams investigated	New Indicator (baseline to be established)		Long term target is to reduce number of people affected	Address financial harm of adults at risk through prevention, education and enforcement Extend the use of Call Blocker and Truecall phone technology



Section 5: Partnership Priorities

Communities That Are Caring And Healthy

Local Outcomes	National Outcomes	National Policy Priority
8 We have improved the health and wellbeing of our people and inequalities are reduced	6 We live longer, healthier lives	Older People
9 Individuals are supported in their own communities with good quality services	7 We have tackled the significant inequalities in Scottish society	
	11 We have strong, resilient and supportive communities where people take responsibility for their actions and how they affect others	
	15 Our public services are high quality, continually improving, efficient and responsive to local people's needs	

Our vision is to place individuals and communities at the centre of our service planning and delivery, and to deliver person centred outcomes. In order to deliver this approach, we will devolve local planning and delivery to localities within Angus. The focus of improvement and monitoring will be on achieving improved outcomes for people and their families.

We will align our priorities to the following care pathways across four localities:

- Preventative and anticipatory care
- Proactive care and support at home
- Effective care at times of transition
- Hospital and care homes
- Services to support carers

A locality will relate to a geographical area with a population of between 18,000 and 25,000 in size. The proposed four localities are:

- North West Angus (Forfar and Kirriemuir)
- North East Angus (Brechtin, Edzell, Montrose)
- Central Angus (Arbroath, Friockheim)
- South Angus (Carnoustie, Monifieth)

Focus on Prevention

We can currently evidence how we have been able to sustain change by effective use of acute sector resources. The challenge is how to continue this approach while discussions take place around the integration of health and social care and pooled budgets. It is hoped that the development of a joint commissioning strategy will consider this issue and highlight an effective way forward.

Investment in supported housing will result in disinvestment in up to 67 care home places over the next 5 years (20% reduction in private and voluntary residential care home places).

Investment in the enablement focused assessment teams is delivering a reduction in the need for homecare services enabling phased disinvestment in domiciliary assistance, community meals, and long term personal care. Disinvestment in these areas will enable us to address increasing demand for services due to demographic change and allow the development of new service models where appropriate.



Section 5: Partnership Priorities

Communities That Are Caring And Healthy

Reduction in acute bed days and admissions has been evidenced in Angus and will increase with further penetration of medicine for the elderly services into the Surgical Directorate of NHS Tayside. It should be noted however that overall bed days are seeing no change due to increased activity. Cumulative impact is needed with the Dundee Partnership in order to evidence significant reduction in acute beds.

Resource shifts from acute care are unlikely given the increasing activity overall and the waiting times targets. However, earlier intervention and access to services, such as hip replacements, is regarded as preventative by reducing dependency in later life.

Angus Community Planning Partnership has recently completed a strategic assessment of need, covering a range of indicators analysed geographically. We intend to use this data, along with information from existing plans/service reviews, and the data output from the Integrated Resource Framework (expected in the near future) to inform the development of our long-term strategy and medium-term and short-term delivery plans.

Locally collected data is accurate and timely however we face considerable challenges agreeing and obtaining data across different agencies. Current governance arrangements require completion of multiple reports across NHS and the local authority. It is hoped that the move towards the integration of health and social care will lead to less duplication and more streamlined robust data gathering both locally and nationally.

Many services find it challenging to evidence their role in achieving outcomes. At the moment services such as allied health professionals contribute to the wider partnership measures and it is difficult to see how they alone are making a difference. Work is being done to consider quantitative and qualitative measures which are service specific and outcome focussed.

Consultation and engagement on our draft joint commissioning plan will be concluded in June 2013. The plan focuses on the seven national outcomes (from the government's consultation on integration) and will use the output from the consultation and engagement and the analysis phase to prioritise areas for improvement or re-design.

NHS Tayside is seeking to address the issue of long term sustainability of Change Fund supported activity (including investment in preventative and anticipatory care pathway) within its overall strategic financial planning. This issue has been reflected in NHS Tayside's Strategic Financial Plan for the period 2013/14 to 2015/16.

Service delivery and improvement activity combines existing service improvement actions (from the council's Best Value Review and NHS Community Medicine and Rehabilitation Redesign) into a single integrated action plan. Additionally, this area of activity will be responsible for developing and implementing the locality working model in Angus.

Performance, data and evaluation will be undertaken to provide regular information about the performance of services against agreed targets and evaluate new areas of work/ service improvement to assess if we are achieving our intended outcomes.

It is intended that our commissioning plan will show how services for older people in Angus will benefit from improvement activity already undertaken and initiated. This should help to clarify how we intend to deploy our collective resources around specific themes (e.g. preventative services, ongoing/maintenance care, episodic involvement). We hope that this will give us clarity about where our money is going and where we may need to redress the balance.



Section 5: Partnership Priorities

Communities That Are Caring And Healthy

Focus on Communities

A public consultation process for the Joint Commissioning Strategy for Older People 2013-2016 which has been developed by the Angus Community Care and Health Partnership will take place across Angus in May 2013. There has already been significant engagement with communities and individuals in the formation of improvement plans and this consultation builds on the positive relationship with the people of Angus. The strategy is part of the work that the Community Care and Health Partnership is undertaking on reshaping care for older people.

This consultation is aimed at everyone who uses health and social care services or is highly likely to do so in the future.

A learning disabilities review (The Same as You?) was launched by the Scottish Executive in May 2000 and reviewed the services available at that time to people with learning disabilities and people on the autism spectrum. It contained 29 recommendations intended to drive a change programme which would improve services. In 2012 the learning disability partnership, in consultation with service users and carers, evaluated how the lives of people with learning disabilities and/or on the autism spectrum and their families have changed since the launch of The Same as You?

The results of the evaluation will be used to inform Scottish Government priorities at a national level and inform service development in Angus. A new national learning disability strategy group will be published in May 2013 which will inform the consultation and engagement with users of services in Angus.

The Angus Carers Strategy 2013-2016 has been developed by the Angus Community Care and Health Partnership in February 2013. The strategy will support the growing number of carers in Angus, sets out key priorities which will ensure that carers are supported to have a life outside caring, and to improve their health and well-being.

Central to the strategy is that carers will be recognised as key partners in the planning and delivery of care and involved at all levels in the planning and delivery of service. The implementation of the strategy will involve further engagement and consultation events with carers.

The Angus Alcohol and Drugs Partnership held a Rapid Improvement Event in September 2012. This event considered the whole alcohol and drugs pathway across all agencies in Angus. A new model, referred to as a hub and spoke model, aims to integrate specialist and non specialist services and create a clear pathway for service users. This approach will work in partnership with service users.



Section 5: Partnership Priorities

Communities That Are Caring And Healthy

National Policy Priorities

The following diagram illustrates the contribution, direct and indirect, that the Community Care and Health Partnership makes to the six national policy priorities which in turn will help improve outcomes for individuals and communities in Angus.





Section 5: Partnership Priorities

Communities That Are Caring And Healthy

Preventative And Anticipatory Care

What are the challenges and issues?

- Reduce health inequalities across the Angus population
- The development of self-directed support and self-care programmes will have a major, transformational impact on the way that services are commissioned and delivered. We intend to reflect these changes in the way that this strategy is developed, to place the emphasis on working with individuals and communities
- Develop community capacity to improve the management of long-term conditions
- Strengthen partnership working with the third sector and independent sector to maximise community assets
- Redesign of services for people who are affected by substance misuse to focus on recovery and reduce the stigma associated with their past
- Identify and address the needs of children affected by parental substance misuse

What is our long-term vision to improve outcomes over the next 10 years?

- People take more responsibility for their actions
- People will be better supported and empowered to maintain their own health and well-being
- People will be healthier and happier

Local Outcome 8: We have improved the health and wellbeing of our people and inequalities are reduced

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of emergency hospital bed days (long term conditions)	1,756 (2011/12)	↑	Reduce by 20%	Enhance long term conditions programmes Develop locality based modelling of prevalence and need in order to identify diseases at an early stage
Proportion of people with 10 or more prescribed medicines reviewed annually	New Indicator (baseline to be established)		80%	Complete roll-out of Polypharmacy to all 16 GP practices
Number of people receiving dementia post-diagnostic support per 100 population	1.04 per 100 population	↑	1.10 per 100 population	Consolidate improvements in dementia pathway across Angus



Section 5: Partnership Priorities

Communities That Are Caring And Healthy



Local Outcome 8: We have improved the health and wellbeing of our people and inequalities are reduced

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
% of people waiting less than 3 weeks for alcohol treatment	93.6% (March 2013)	↑	90%	Extend Alcohol Brief Intervention Screening to other health primary care services
% of people waiting less than 3 weeks for drug treatment	87.5% (March 2013)	↑	90%	Redevelop admin processes and enhance staffing capacity within Tayside Substance Misuse Service



Section 5: Partnership Priorities

Communities That Are Caring And Healthy

Effective Care At Times Of Transition

What are the challenges and issues?

- Provide faster and more responsive services by implementing a single point of access for Community Care and Health services
- Address the needs of people who are homeless taking account of the impact of welfare reform
- Effective and timely provision for people being discharged from hospital

What is our long-term vision to improve outcomes over the next 10 years?

- More appropriate responses at times of crisis
- People will be healthier and happier

Local Outcome 8: We have improved the health and wellbeing of our people and inequalities are reduced

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of hospital bed days lost due to delayed discharges	8,769 (2011/12)		Reduce by 5%	Test new hospital discharge pathway in Forfar/Kirriemuir Review intermediate/step down care needs in partnership with independent sector Extend orthopaedic pathway to surgical wards
Number people waiting more than 28 days for discharge to appropriate setting	2 (as at Jan 2013)		Zero delayed discharges over 28 days	Test new hospital discharge pathway in Forfar/Kirriemuir
Number of people with learning disabilities supported into education, training volunteering and employment	212 (2011/12)		Increase by 5%	Further develop services to provide positive opportunities for people with learning disabilities (eg. at college, workplace, volunteering)



Section 5: Partnership Priorities

Communities That Are Caring And Healthy



Support For Carers

What are the challenges and issues?

- The impact of self-directed support and welfare reform
- Carers are active partners in the planning and delivery of services
- Addressing the needs of older carers of people with a learning disability, in particular accommodation needs
- Early identification and support of young carers

What is our long-term vision to improve outcomes over the next 10 years?

- Carers will have a life outside of caring and their health and well-being will be improved
- Carers' health and mental well-being is improved
- Young carers are safe, healthy, achieving, nurtured, active, respected, responsible and included

Local Outcome 8: We have improved the health and wellbeing of our people and inequalities are reduced

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of carers supported	New Indicator (baseline to be established)		Long term target to increase	Implement improved assessment and support plans
Number of respite weeks provided for carers	4,609 (2011/12)		Increase by 5%	Further develop a short breaks voucher scheme
% of carers who feel supported and capable to continue in their role as a carer	88%		90%	Introduce carers' health checks across Angus



Section 5: Partnership Priorities

Communities That Are Caring And Healthy

Proactive Care And Support At Home

What are the challenges and issues?

- Provide more affordable housing and address the impact of welfare reform on tenants
- Improve access to telecare and telehealth
- Improve access to adaptations for tenants and home owners.

What is our long-term vision to improve outcomes over the next 10 years?

- People will be supported to stay in their own homes and communities
- People will be healthier and happier

Local Outcome 9: Individuals are supported in their own communities with good quality services

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
% of people requiring no care services following enablement	37% (March 2013)	↓	40%	Improve pathway access to enablement and prevention of admission services and access to care management
Number of acute hospital admissions avoided through prevention of admission	84 (Apr to Dec 2012)	↓	120 (per year)	
Waiting times for occupational therapy services (weeks)	4 weeks (2012/13)	↑	3 weeks	Coordinate allied health professional services across the partnership (including occupational therapy and physiotherapy)
Proportion of people 85+ supported in care homes	25.6% (2011/12)	↑	Reduce to 23%	Commission additional supported accommodation units in Forfar and Arbroath
Number of people with a learning disability living in supported housing	68 (March 2013)	↑	Increase by 25%	Develop an accommodation strategy to address the changing needs of people with a learning disability



Section 5: Partnership Priorities

Communities That Are Caring And Healthy

Local Outcome 9: Individuals are supported in their own communities with good quality services

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of people with mental health problems supported in core and cluster housing	New Indicator (baseline to be established)		Long term target is to increase	Develop and implement a core and cluster model in Arbroath
Number of older people living in supported housing	50 (March 2013)		110	Commission additional supported accommodation units in Forfar and Arbroath

Hospital And Care Homes

What are the challenges and issues?

- Shift the balance of care from hospital and residential provision to care at home
- Developing different models of care to create capacity as a result of demographic changes

What is our long-term vision to improve outcomes over the next 10 years?

- Reliance on institutional care will be minimised

Local Outcome 9: Individuals are supported in their own communities with good quality services

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Length of stay in hospitals	New Indicator (baseline to be established)		Long term target to minimise length of stay	Move to seven day early supported discharge and allied health professional hospital input]
Length of stay in care homes	New Indicator (baseline to be established)		Long term target to minimise length of stay	Develop a day assessment and treatment service model across Angus
Number of care home residents who are in nursing/elderly mentally ill placements	316 (out of a total of 716) (as at March 2013)		300	Develop new services in partnership with care home providers for different models of care and specialist activities



Section 5: Partnership Priorities

Communities That Are Sustainable

Local Outcomes

- 10 Our communities are developed in a sustainable manner
- 11 Our natural and built environment is protected and enjoyed
- 12 Our carbon footprint is reduced

National Outcomes

- 10 We live in well-designed, sustainable places where people are able to access the amenities and services we need
- 12 We value and enjoy our built and natural environment and protect and enhance it for future generations
- 14 We reduce the local and global environmental impact of our consumption and production

Environmental issues have an impact on us all and, as such, have a significant role in delivering on outcomes for individuals and communities. Although not included in the six national policy priorities, the community planning partnership recognises the importance of environmental sustainability in achieving the vision for Angus.

The key priorities for the Rural and Environment Partnership are:

- Sustainable Development
- Environment
- Climate Change

Focus on Prevention

The provision of attractive, safe, well-maintained and accessible greenspace and countryside has a contribution to make to all of the partnership priorities, for example:

Prosperous and Fair

- The natural environment supports a significant proportion of jobs and investment in Angus (eg tourism, farming, fisheries, forestry, and energy generation)
- Environmental work can provide further opportunities for volunteering and community action that develop people's confidence and skills, and improve their employability

Learning and Supportive

- Open greenspace and access to nature helps keep children physically active
- Outdoor learning can help young people to learn about the world and build confidence

Safer and Stronger

- Greenspaces and place-making can provide a safer and welcoming environment for older people
- Safe walking and cycling routes provide alternative ways to get to work and school, while helping to combat congestion and reduce emissions

Caring and Healthy

- Better local environments can encourage better mental and physical health through physical activity and contact with nature – for example through core path developments, walking, cycling and other types of outdoor activities



Section 5: Partnership Priorities

Communities That Are Sustainable

Sustainable

- Local environmental management and enhancement can help to address the impacts of climate change such as increased flood risk
- Preparing, planning and adapting to the changing weather patterns in Angus can help to reduce and manage those impacts, especially on those most vulnerable in our community

Focus on Communities

The Rural and Environment Partnership benefits from links with a range of communities:

- A variety of approaches and methods are used to ensure that as many people and groups with an interest in the future of Angus can be involved and contribute to the shaping of the Local Development Plan and TAYplan, and therefore the long term future of Angus
- Community discussions are taking place across Angus, supported by the local community planning teams, to identify local aspirations for sustainable development and how communities can become more involved in making a difference
- All partners bring insight from their own professional networks. As well as providing contact with other agencies, these include links with representative community groups (eg community councils), voluntary organisations, members of the public, and land owners. Examples of these wider networks include the Angus Health and Transport Framework Group, and the River South Esk Partnership
- Volunteers across Angus are directly involved in improving the environment through projects as diverse as beach clean ups and apple tree planting



Section 5: Partnership Priorities

Communities That Are Sustainable

National Policy Priorities

The following diagram illustrates the contribution, direct and indirect, that the Rural and Environment Partnership makes to the six national policy priorities which in turn will help improve outcomes for individuals and communities in Angus.





Section 5: Partnership Priorities Communities That Are Sustainable

Sustainable Development

What are the challenges and issues?

Sustainable development is 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (Brundtland Commission, 1987). Sustainable development in Angus is driven especially by TAYplan, the strategic plan for Tayside. Many other relevant plans exist, including the Angus Local Development Plan, the Cairngorms National Park Partnership Plan, the TACTRAN Regional Transport Strategy and the Angus Landscape Capacity Study.

Particular challenges in Angus are the projected shortfall of affordable and market housing, the 'health' of town centres, accessibility by public transport, and the implementation of the Zero Waste Strategy.

- The Angus Housing Needs and Demand Assessment (2010) estimates that by 2018/19 there will be an unmet need of over 3,000 affordable homes
- 84.4% of units in town centres are occupied (Retail Floor Space Survey, 2012)
- 24.6% of Angus datazones are included in the 15% most geographic access deprived data zones in Scotland (based on drive time and public transport access) (SIMD 2012)
- There continues to be a steady decline in municipal waste arisings, both in Angus and nationally

What is our long-term vision to improve outcomes over the next 10 years?

- People will find it easy to travel in Angus
- People will have access to suitable housing
- People will participate in active travel

Local Outcome 10: Our communities are developed in a sustainable manner

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Number of datazones which are access deprived (relative to the worst 15% in Scotland)	35 (out of 142 in 2012)		33	Implement the Angus Health and Transport Action Plan
% of units in town centres which are occupied	84.4% (2012)		85%	We will implement the Kirriemuir Conservation Area Regeneration Scheme
Additional % employment land developed annually	2.34% (2011/12)		4%	We will agree allocation of employment land via the development planning process



Section 5: Partnership Priorities

Communities That Are Sustainable

Local Outcome 10: Our communities are developed in a sustainable manner

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
Rate of new house building	178 (2011/12)	↓	250	We will implement the recommendations of the Local Housing Strategy
Number of social housing completions	75 (2011/12)	↓	80	We will renovate 24 empty homes in Angus by 2015
Kilograms of municipal waste collected per capita	660 (2010/11)	↑	620	We will Implement the Zero Waste Strategy/ Plan

Environment – Natural And Built

What are the challenges and issues?

Maintaining the high quality of the environment in Angus, as well as the productive nature and diversity of the natural heritage of the rural and coastal areas, is of prime importance. In addition, the historic, cultural and archaeological heritage needs to be protected and enhanced, and the vitality and viability of town centres maintained.

There are 19 conservation areas in Angus, 2,152 listed buildings (as at April 2012), over 100 buildings on the Buildings at Risk Register for Scotland and 393 ancient monuments. There are 38 designated natural heritage sites and 24 priority wildlife species in Angus.

- In the Angus Citizens Survey 2011, 98% of respondents were satisfied with the built environment, and 99% of respondents were satisfied with the natural environment
- Lochs cover an area of almost 5km² in Angus. Pressures including flow regulation and arable farming contribute to around two fifths of loch area having poor to bad ecological potential, and the other fifth falling into the moderate category. (River basin planning allows for improvements over time)

What is our long-term vision to improve outcomes over the next 10 years?

- People will make more use of the environment, both natural and built
- Our natural and built environment will be enhanced
- People will be healthier



Section 5: Partnership Priorities Communities That Are Sustainable

Local Outcome 11: Our natural and built environment is protected and enjoyed

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
The proportion of adults making one or more visits to the outdoors per week	52% (2009-11)	↓	55%	Consider the feasibility of implementing health initiatives linked to countryside walks, green prescriptions and green exercise Promote access to Cairngorms National Park and other natural sites
Percentage of adult residents who are satisfied with the environment	natural environment 99% (2011)	↑	99%	Promote community involvement and community volunteers in management of their local environment
	built environment 98% (2011)	↑	98%	Implement the Kirriemuir Conservation Area Regeneration Scheme, including training in traditional building skills and biodiversity training for architects/developers/contractors
% of number of river water bodies achieving good quality status	39.4% (2011)	↓	2015 target 49.3% 2021 target 63.4%	Carry out joint training between different agencies (eg SEPA & Forestry Commission) to improve the environment and promote natural flood alleviation schemes



Section 5: Partnership Priorities

Communities That Are Sustainable

Climate Change

What are the challenges and issues?

The number of reported extreme weather events in Angus increased annually to 2009. This could be due to changes in weather patterns and also more frequent reporting by the media of weather events. This is still being monitored.

Eighteen locations in Angus experienced severe weather events over the eight year study period. From the data collected Montrose Port is most regularly affected by high winds, Arbroath has also felt the affects of these high winds and has suffered periodic occurrences of structural damage.

The number of flood warnings issued between 2005 and 2009 increased for both lowland and highland rivers in Angus.

What is our long-term vision to improve outcomes over the next 10 years?

- People will be acting to minimise greenhouse gas emissions
- People will be protected from the effects of flooding and erosion



Section 5: Partnership Priorities



Local Outcome 12: Our carbon footprint is reduced

How will we measure progress? (Indicators)	What is the current position? (Baseline)	Past Trend	What does success look like in 3 years? (Targets)	What will we do over the next year?
CO ₂ emissions per capita (per head of total population)	7.85 tonnes (2010)	↑	7 tonnes (in line with national target of 30% reduction by 2020 from 2006)	Develop ways to influence a reduction of CO ₂ from transport Introduce biomass training opportunities Implement natural flood management measures Monitor local climate impacts
% of journeys to work made by public or active transport	27.9% (2009/10)	↑	29%	Improve bus services to hospitals for patients and staff Support smaller organisations to develop and implement travel plans
% of children walking or cycling to school	53.1% (2009/10)	↓	55%	Support all Angus schools to become 'Health Promoting Schools' Implement and update core paths plan and create cycle routes to schools