

# Public Document Pack

## ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP

7 March 2008

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **FRIDAY, 14 MARCH 2008** at **10:30 AM**.

Refreshments will be available from 10.15 am

A buffet lunch will be available at 12.30 pm

### AGENDA

1. **WELCOME AND APOLOGIES**
2. **MINUTES**  
Argyll and Bute Community Planning Partnership 9 November 2007 (Pages 1 - 2)
3. **MATTERS ARISING**
4. **UPDATE ON MANAGEMENT COMMITTEE MEETINGS**
  - (a) Minutes of Meeting held on 28 November 2007 (Pages 3 - 10)
  - (b) Minutes of Meeting held on 6 February 2008 (Pages 11 - 16)
5. **PUBLIC SERVICE REFORM - THE FUTURE OF CP** (Pages 17 – 22)
6. **FAIRER SCOTLAND FUND AND SINGLE OUTCOME AGREEMENTS** (Pages 23 – 88)
7. **COMMUNITY LEARNING AND REGENERATION STRATEGY 2008-2011**  
Verbal Update by Jim McCrossan
8. **INITIATIVE AT THE EDGE - HUGHIE DONALDSON** (PAGES 89 – 108)
9. **PARTNERSHIP ISSUES**  
CPP Review – Update on Partnership participation and contribution
10. **CITIZEN'S PANEL - VERBAL UPDATE**
11. **VOLUNTARY SECTOR PROTOCOL (to follow)**
12. **AOCB**
13. **DATE OF NEXT MEETING - 4 JULY 2008, COUNCIL CHAMBER, KILMORY**

This page is intentionally left blank

## ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP

MINUTES of MEETING held in the COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD  
on FRIDAY, 9<sup>th</sup> November 2007**Present:**

Councillor Dick Walsh (Chair)  
 Andrew Campbell, Scottish Natural Heritage  
 Raymond Park, Strathclyde Police  
 Eileen Wilson, Argyll and Bute Community Planning Partnership  
 Fiona Ritchie, Argyll and Bute Community Health Partnership  
 Brian Barker, Argyll and Bute Council  
 James McLellan, Argyll and Bute Council  
 Hugh Donaldson Initiative at the Edge  
 Murdina MacDonald, HIE Argyll and the Islands  
 Andy Law, Argyll and Bute Council  
 Malcolm Macfadyen, Argyll and Bute Council  
 Gordon Anderson, Strathclyde Police LALO  
 Cllr Robert Macintyre

John Davidson, Islay and Jura CVS (Council for Voluntary Services)  
 Ken MacTaggart, Alba Consult  
 David Dowie, Communities Scotland  
 David McGregor, Scottish Enterprise Dunbartonshire / Dunbartonshire Local Economic Forum  
 John Ironside, Strathclyde Fire and Rescue  
 Keith Miller, Forestry Commission Scotland  
 Jim McCrossan, Argyll and Bute Council  
 Mitch Rodger, Strathclyde Police  
 Alan McDougall, Fynehomes

**Apologies:**

George Harper, Argyll and Bute Council  
 Elaine C Garman, NHS Highland  
 Carl Olivarius, Argyll and Bute Council  
 Caroline Champion, NHS Argyll and Clyde  
 Sandy Taylor, Argyll and Bute Council  
 Susan Dawson, Argyll and Bute Council

Alasdair Oatts, Argyll and Bute Care and Repair  
 Kevin O'Hare, Scottish Water  
 Bill Morton, National Park  
 Gordon McLennen, Strathclyde Passenger Transport  
 Jim Frame, SEPA

**1. WELCOME**

Councillor Dick Walsh welcomed everyone to this meeting. Councillor Walsh then invited everyone present to introduce themselves.

**2. MINUTES OF THE MEETING HELD ON 6<sup>th</sup> July 2007**

The Minutes of the meeting held on 6<sup>th</sup> July 2007 were accepted as an accurate record.

**3. MATTERS ARISING****Pilot Sustainability Seminar**

Eileen informed the meeting that the Bute and Cowal local Community Planning Group were planning to use the Sustainability Seminars as an opportunity to develop a model for local community planning

**4. UPDATE ON MANAGEMENT COMMITTEE MEETING HELD ON 8<sup>th</sup> August and 3<sup>rd</sup> October**

Raymond Park gave updates on both Management Committee meetings.

- Noting that Young Scot gave an excellent explanation of it's way forward.
- The YoungScot/ DialogueYouth Conference in Lochgoilhead is coming up shortly.
- The Ministerial visit to Islay on 22<sup>nd</sup> August 2007 went very well, taking particular interest in Farming and Health.
- Dave McBride gave a very good presentation on the DRIVESafe Campaign. A discussion on managing occupational road risk then followed and partners agreed that the DRIVESafe initiative should continue to be supported by the CPP. Partners agreed to look at funding for Dave McBride's post, as it needs to be recognised that it is an umbrella for all Road Risk.

**Action Point** – Agreed to note the position and positive comments from both Strathclyde Fire and Rescue and Strathclyde Police Services' with regard to the need to fund the DRIVESafe campaign. This will be discussed at the Management Committee Meeting on 28<sup>th</sup> November 2007

Slight corrections to the minute:-

- Should read Scottish Government Minister (pg 15)
- With reference to the statement by HIE – It is the Scottish Government who will be producing a strategy w/c 12 November (pg 18)
- David McGregor - Scottish Enterprise Dunbartonshire are looking to support Local Authorities, not lead.

## 5. **CPP REVIEW**

Eileen Wilson has designed a pro-forma that will be sent to all partners.  
The pro-forma will provide us with up-to-date information regarding Partner participation and contribution.

The Partners all agreed to provide the requested information.

## **PARTNERSHIP ISSUES**

### (a) **UPDATE ON CPP ACTION PLAN**

Eileen Wilson updated the Partners on progress, the next up-date will be in early 2008. This is still quite a new process and will take a little more time to bed in.

### (b) **INITIATIVE AT THE EDGE**

James McLellan and Hughie Donaldson informed Partners on the current situation regarding latE. with regard to the recent National Steering Group meeting. A discussion followed where Partners agreed that it was important to be pro-active when considering new areas for designation. It was agreed to discuss this further at an appropriate Management Committee Meeting where someone from the Committee will be required to become a dedicated link.

### (c) **DUNBARTONSHIRE ECONOMIC AUDIT**

A copy of the Executive Summary had been circulated. David MacGregor gave further information on the document, commenting on the population statistics, the high proportion on entrepreneurship found within the area and the overall decline in population over the coming years. Alan McDougall agreed to supply information on the final point as it impacts on housing needs. Agreed to note the detail.

### (d) **ARGYLL AND THE ISLES LEF REPORT**

Ken MacTaggart gave a short presentation focusing on New Business formation and employment. Employment levels continue to rise in align with the national trend. It was agreed that the information gathered for the LEF reports was important information to the CPP.

## 7. **CITIZEN'S PANEL**

The contract for the Citizens Panel will now go out to tender.

## 8. **REQUESTS TO BECOME MEMBERS OF CPP**

It was agreed to invite HITRANS and SPT to become Full CPP Partners.

## 9. **POST OFFICE CLOSURES**

Brian Barker gave an up-date on the recently announced closures. There are 7 Post Offices within Argyll and Bute earmarked for closure, all urban. The Post Office have indicated there are 2 areas where they would wish to provide an "outreach" service. Postwatch have concerns over some of the closures, but none within Argyll and Bute. Any issues or comments from Partners will be fed back. We are currently half way through the consultation period. Murdina MacDonald mentioned there is a HIE/ Highland Council Strategy Group undertaking a study of proposed changes and would be happy to work with Argyll and Bute.

## 10. **CPP BUDGET**

The Partnership noted that there had been no increase in contributions for 2 years as there had been an under spend,. Partners agreed to consider the request of an inflationary increase for 2008/9. Partners were asked to confirm to Eileen their financial contributions.

## 11. **AOCB**

John Davidson - Islay and Jura CVS brought to the attention of the partnership the need for support to Argyll CVS to ensure its future and to avoid the potential loss of funding for the sector if it was not fully functioning. He agreed to pass the date of the Argyll CVS to Eileen Wilson for circulation to interested parties to be able to offer support.

As it was the last meeting for Fiona Richie, Dick Walsh thanked Fiona for her work and support to the Partnership and the Council.

## 12. **2008 CPP MEETING SCHEDULE**

The meeting schedule for 2008 was noted and agreed.

## 13. **DATE OF NEXT MEETING**

14<sup>th</sup> March 2008 in the Council Chambers, Kilmory, Lochgilphead.

**MINUTES of MEETING of COMMUNITY PLANNING MANAGEMENT COMMITTEE  
held in the SERPID Offices, Albany Street, OBAN  
on Wednesday, 28<sup>th</sup> November 2007**

**Present:** Superintendent Raymond Park, Strathclyde Police (Chair)  
Eileen Wilson, Argyll and Bute Community Planning Partnership Manager  
Geoff Calvert, Strathclyde Fire and Rescue  
Elaine Garman, NHS Highland  
Gordon Anderson, Strathclyde Police (Local Authority Liaison Officer)  
Sue Gledhill, HIE Argyll and the Islands  
Malcolm MacFadyen, Argyll and Bute Council  
Bill Dundas, Scottish Government Rural Payments and Inspections Directorate  
Lucinda Gray, HIE Argyll and the Islands  
Andrew Campbell, Scottish Natural Heritage  
Alan Murray, Strathclyde Partnership for Transport  
David Dowie, Communities Scotland  
Douglas Cowan, HIE Argyll and the Islands  
Ross Lilley, Scottish Natural Heritage  
Brian Barker, Argyll and Bute Council  
Eleanor MacKinnon, Argyll and Bute Volunteer Centre  
Margaret Fyfe, Argyll and Bute Council  
Muriel Kupris, Argyll and Bute Council  
Geoffrey Page, Assoc. of Argyll and Bute Community Councils

**In attendance:**

Joyce Cameron, Argyll and Bute Council  
Sonya Thomas, Argyll and Bute Council

**Apologies:**

Kevin O'Hare, Scottish Water  
James McLellan, Argyll and Bute Council  
Andy Law, Argyll and Bute Council  
John Davidson, Islay and Jura CVS  
David Price, Argyll CVS  
David Penman, Strathclyde Fire and Rescue

ITEM	DETAIL	ACTION
1	<p><b>WELCOME</b></p> <p>Raymond Park welcomed everyone to the meeting</p>	

2	<p><b>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 3<sup>rd</sup> OCTOBER 2007</b></p> <p>The Minutes of the meeting of 3<sup>rd</sup> October 2007 were accepted as an accurate record with the following amendment:</p> <p>Item 5 paragraph 1: Should read:</p> <p>Careers Scotland were already in the process of moving away from Scottish Enterprise and Highlands and Islands Enterprise (HIE) and from 1 April 2008 will be part of the new training agency (Skills Development Scotland).</p>	
3	<p><b>MATTERS ARISING</b></p> <p>3 (a) <b>ENTERPRISE COMPANY CHANGES</b> Sue Gledhill had nothing to add at present, a further meeting will be held next week.</p> <p><b>CITIZENS PANEL – TENDER PROCESS</b> Chris Carr and Eileen Wilson are currently compiling the Tender for the Citizen's Panel.</p> <p>(b) Geoff Calvert highlighted the issues surrounding young people and Eileen Wilson explained that the intention is that they will become more involved in future. Muriel Kupris mentioned the school e-mail system and that Young Scot so far hasn't had much success in engaging with young people. The main point is to acknowledge and engage with young people and for more youngsters to sign up with project.</p>	
4,	<p><b>POPULATION GROWTH ENCOMPASSING MIGRANT WORKERS</b> A presentation was given by Douglas Cowan - HIE</p> <p>Migrant workers are one of the focus points for Highland and Islands Enterprise and the Government Economic Strategy is looking overall at sustainable growth. The Highlands and Islands has an older population than Scotland overall and Argyll has an older population than Highlands and Islands Migrant workers provide three key components</p> <ul style="list-style-type: none"> <li>- Increase in productivity and competitiveness</li> <li>- Stimulate economic participation</li> <li>- Stimulate population growth</li> </ul> <p>The growth aspiration for Highlands and Islands is an increase of 60,000 over the next 20 years to 500,000. The economy in the Highlands and Islands area overall is very tight.</p>	

<p>Brian Barker posed the question of how does the population growth feed into the local plan, the discussion that followed highlighted that unemployment is currently at 6%, although there are job vacancies to counter this, but there is a need to attract a better quality of job. Migrant workers are already here, we need to understand “why” they came to the area and “if they’ll stay” for the economy to grow.</p> <p>There are three main reasons as to why migrant workers arrive.</p> <ul style="list-style-type: none"> <li>- Adventure – life experiences</li> <li>- Economic – they will stay here for 6-12 months.</li> <li>- Lifestyle – a desire to relocate permanently. This group forms the minority.</li> </ul> <p>There are key issues as to why they do not stay in an area, often they are over-qualified for the jobs on offer or there are barriers with language, skills and the attitude of employers and the community. They have brought a significant positive impact on the Highlands and Islands economy and rural areas in general as they tend to be highly skilled.</p> <p>Negative impacts are the pressures on housing, health and education.</p> <p>How we address these pressures is why accurate data is necessary. It is very difficult to track the movement of migrant workers, presently any information received is in small pockets from various sources, i.e education and local businesses. There is a need to pull resources together to enable a fuller and more accurate picture to be compiled. Currently there are large numbers in Inverness and the Moray Firth area, with the second highest registration in the Highlands and Islands area being Oban. There are significant numbers in other towns in Argyll - Dunoon and Campbeltown. The overall numbers in Argyll estimated at 950.</p> <p>Migrant Workers are expected to reduce significantly over time due to the removal of border restrictions in 2009 and 2011.</p> <p>What are the Population Priorities for this Community Planning Partnership Area?</p> <p>There followed a discussion on various schemes/incentives to invite migrant workers to the areas of the business community that need workers, i.e recruit Polish classroom assistants from Poland, but the reasons should not just be employment.</p> <p>Raymond Park used the example of Polish classroom assistants in relation to security and safety issues i.e Disclosure Scotland. Douglas explained that Highland Council for example already has a system that deals with this type of issue and that in other areas other mechanisms are up and running, and that we need to join together and collect information at a strategic level. Raymond suggested a Steering Group is formed to look further at this, HIE stated they are happy to facilitate a group and will initially look at Highland Council as a scoping exercise, to address not just Polish workers but all migrant</p>
--

	<p>workers as well as our own local people and workers. Lucinda Gray will lead and perhaps Dick Walsh could give a very strong steer on this group. Douglas is also happy to assist the new group. Malcolm MacFadyen pointed out that if migrant workers were not here at present, local builders would be struggling. What happens after 2009 if they have better options? Are there any initiatives to keep them here?</p> <p>Douglas explained that the Scottish Executive is looking at this at present, including both positive and negative pressures, and that Argyll and Bute need to look at the area and how we can intervene.</p> <p><b>Action Point – The group will be formed by the end of next week. It will come back on the agenda mid 2008 and aims to develop a very clear scope – 9 July 2008</b></p>	
5	<p><b>SCOTTISH RURAL DEVELOPMENT PLAN</b></p> <p>A presentation by Bill Dundas, Rural Payments and Inspections - and accompanying handout – Rural Development Contracts – Rural Priorities.</p> <p>After the presentation, Bill informed the meeting that Partners are now being treated as stakeholders and feedback will be required on the Draft Regional Priorities.</p> <p>SRDR is the Scottish Government programme to develop public support to land managers and rural communities; the aim is to tie in with European legislation.</p> <p>There will be a number of different delivery mechanisms, with a strong focus on outcomes and integrated delivery. There is a budget of £1.6 million – there will be rural priorities, (the definition of rural being any community with a population less than 10,000) the funding will be competitive and open to all.</p> <p>The requirement from the Partners is to look at the rural priorities statement from the national to local level, check if there is anything within respective organisations or responsibilities that needs to be included, and e-mail Bill within two weeks to enable changes to be made.</p> <p>Several questions surrounding the implementation of the new contracts were then asked.</p> <ul style="list-style-type: none"> <li>- Is the paperwork going to be complicated for communities or individuals to complete?</li> <li>- What support will be available?</li> </ul> <p>Eileen Wilson suggested that this information should be passed to the Funding Hub.</p>	
6	<p><b>LOCAL COMMUNITY PLANNING – SUSTAINABILITY WORKSHOP</b></p> <p>Eileen Wilson described the plans for a three year rolling programme</p>	



	<p>for Local Community Planning delivered as sustainability workshops, and asked if anyone present was willing to become a facilitator for the programme or if they could nominate/volunteer staff/volunteers. The workshops will provide useful, adaptable community engagement training for Partners and it would be preferential to have people spread across the area.</p> <p>The workshops will train 12 at a time with the first workshop being held in January 2008.</p> <p>Names to Eileen by 12<sup>th</sup> December 2007.</p>	
7	<p><b>PARTNERSHIP FEEDBACK</b></p> <p>Eileen reminded the committee that this agenda item gives partners and partnerships the opportunity to bring relevant and/or important CPP issues to the table.</p> <p>The Voluntary Transport Project are looking for sustainable funding from March 2008 onwards – it was suggested they contact Nicola Debnam, Argyll and Council.</p> <p>Pat Logan has resigned from the Volunteer Centre, which is currently in the process of recruiting a new manager, but it is business as usual. The new manager will adopt a more strategic approach.</p> <p>Gordon Anderson, Strathclyde Police gave the good news that the Community Safety Partnership has successfully been awarded £30,000.</p> <p>Raymond Park spoke about the Licensing Forum. Should the CPP look over the lists, any specific comments or needs should be directed to Susan Mair, Argyll and Bute Council.</p> <p><b>DRIVESafe</b></p> <p>Eileen Wilson opened the discussion by stating that we need to look at the wider remit of the DRIVESafe co-ordinator, Dave McBride. Dave has been in the post a few months and has made quite a lot of progress, issuing quarterly e-bulletins, operating clinics within libraries, and developing promotional material.</p> <p>Do the Partners want to continue funding (managed to date with monies from Strathclyde Fire and Rescue and an under spend from last year). Funding comes to an end in March 2008.</p> <p>Strathclyde Fire and Rescue and Strathclyde Police are willing to develop it further but it needs commitment from Partners.</p> <p>It was discussed at the Full Partnership meeting (9 Nov 07) and acknowledged that there was now an opportunity that DRIVESafe could be taken forward and developed, not just as Occupational Road Risk but to widen it's remit.</p> <p>Partners were asked to consider a monetary contribution.</p>	

8	<p><b>SPENDING REVIEW</b></p> <p>(a) <b>SINGLE OUTCOME AGREEMENTS</b></p> <p>Brian Barker spoke about the SOA – the Government has reached agreement with Local Authorities. There are a range of outcomes but no further information to date. As there seems to be some cross-over of activities with other partners, there is a need to recognise how this will work locally and how, as partners, we'll approach these issues. Ring-fenced funding – as a rule there will no longer be ring-fenced funding.</p> <p>Alan Murray spoke about the Transport outcomes - information on these will be circulated in the near future.</p> <p><b>Action Point – Brian Barker to bring SOA to next meeting 6 Feb 2008</b></p> <p>(b) <b>COMMUNITIES SCOTLAND</b></p> <p>David Dowie informed the Partners of the changes surrounding Communities Scotland. As from April 2008 Communities Scotland will no longer exist. Most functions will transfer to the Scottish Government. Two areas will not transfer</p> <ul style="list-style-type: none"> <li>(i) Registration and Inspection Function</li> <li>(ii) Local Regeneration Function</li> </ul> <p>The current level of funding is £145 million nationally, but the Community Regeneration Fund will link with other funds and monies are likely to go direct to Local Authorities. Social Economy Funds will be re-distributed. Funding to the Housing Associations is intended to become a “lighter touch” with a general move away from “hands on” to “arms length” Project teams have been set up to manage change with the next steps in the process being -</p> <ul style="list-style-type: none"> <li>(i) The winding up of Communities Scotland</li> <li>(ii) A new organisational structure with central government for community regeneration.</li> <li>(iii) Internal registration and inspection.</li> </ul> <p>(c) <b>COMMUNITY REGENERATION FUND</b></p> <p>Indication that the CRF has received 25% of funding - £160,000 There will be no roll-over in spending this year. Malcolm MacFadyen stated that next financial years funding will be protected at this years level – for this year only.</p>	
---	---	--

	It was agreed that a better handle was needed on this by the next Management Committee meeting	
9	<b>FUNDING</b>	
(a)	<b>EUROPEAN FUNDING FOR COMMUNITY PLANNING PARTNERSHIP PROJECTS</b>  The European Funding is moving onto the next stage at present.	
(b)	<b>FUNDING HUB PROJECTS FOR NOTING</b>  Noted – Minutes attached.	
10	<b>BUDGET</b>  The budget was agreed in principle at the Full Partnership meeting (9 Nov 2007). Partners will receive correspondence from Sonya Thomas, Argyll and Bute Council in the near future regarding contributions.	
11	<b>2008 CPP MEETING SCHEDULE</b>  Noted	
12	<b>ANY OTHER COMPETENT BUSINESS</b>  John Davidson – Islay and Jura CVS has difficulty attending the meeting on a Wednesday.	
13	<b>DATE OF NEXT MEETING</b>  Wednesday 6 <sup>th</sup> February 2008	

The Funding Hub meeting followed this.

This page is intentionally left blank

**MINUTES of MEETING of COMMUNITY PLANNING MANAGEMENT  
COMMITTEE  
held in the AROS Board room, LOCHGILPHEAD on Wednesday,  
6<sup>th</sup> February 2008**

**Present::** Superintendent Raymond Park, Strathclyde Police (Chair)  
Eileen Wilson, Argyll and Bute Community Planning Partnership Manager  
Geoff Calvert, Strathclyde Fire and Rescue  
Elaine Garman, NHS Highland  
Sue Gledhill, HIE Argyll and the Islands  
Andrew Campbell, Scottish Natural Heritage  
Alan Murray, Strathclyde Partnership for Transport  
David Dowie, Communities Scotland  
Brian Barker, Argyll and Bute Council  
Margaret Fyfe, Argyll and Bute Council  
Muriel Kupris, Argyll and Bute Council  
Kevin O'Hare, Scottish Water  
James McLellan, Argyll and Bute Council  
David Penman, Strathclyde Fire and Rescue  
Moira MacDonald, Argyll and Bute Council  
Hughie Donaldson, latEdge  
Glenn Heritage, Argyll and Bute Volunteer Centre  
Peter Wotherspoon, latEdge, Jura  
Stephen Sunderland, Scottish Government Rural Payments and  
Inspections Directorate  
Roanna Taylor, Argyll and Bute Young Scot/Dialogue Youth  
Jane Fowler, Argyll and Bute Council  
John Davidson, Islay and Jura CVS – Item 11 Onwards

**In attendance:**

Sonya Thomas, Argyll and Bute Council

**Apologies:**

Gordon Donaldson, Forestry Commission Scotland  
Malcolm MacFadyen, Argyll and Bute Council  
David Price, Argyll CVS  
Bill Dundas, Rural Payments and Inspections, Scottish Government

ITEM	DETAIL	ACTION
1.	<p><b>WELCOME</b></p> <p>Raymond Park welcomed everyone to the meeting and noted apologies intimated</p>	
2.	<p><b>MINUTES OF PREVIOUS FULL PARTNERSHIP MEETING HELD ON 9<sup>TH</sup> NOVEMBER 2007</b></p> <p>The Minutes of the meeting of 9<sup>th</sup> November 2007 were accepted as an accurate record.</p> <p><b>MATTERS ARISING</b></p> <p>Another Argyll and Bute Post Office has been earmarked for closure, the consultation period expires in approx 3 weeks time. Kirn Post Office has been given a temporary reprieve to allow the community to explore a possibly buy-out.</p>	
3.	<p><b>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 28<sup>TH</sup> NOVEMBER 2007</b></p> <p>The Minutes of the meeting of 28<sup>th</sup> November 2007 were accepted as an accurate record.</p>	
4.	<p><b>MATTERS ARISING</b></p> <p>a) <b>Enterprise Company Changes</b></p> <p>As of 1<sup>st</sup> April it becomes part of HIE The focus will now be on Government Economic Strategy and sustainable growth. The future is more focused and they will work more with business' that have growth potential, but will not provide support to business' that just cater for local needs. The intent is to work much closer with Local Authorities'. A discussion followed on the support for small local business' and the Council developing the Business Gateway to become the first port of call for assistance.</p> <p><b>ACTION POINT - Item on next Management Committee Agenda</b></p> <p><b>Citizens Panel – Tender Process</b></p> <p>b) Eileen Wilson reported there has been a good response and the short listing will be done tomorrow. Overall it looks very positive.</p>	<p>Jane Fowler, A.I.E, Scottish Enterprise Dunbartonshire.</p>

	<p>c) <b>Engaging Young People</b></p> <p>Update by Roanna Taylor - The Youth Forum will meet in 2 weeks, prior to the next CPP Full Partnership meeting. They will have the Full Partnership agenda for discussion and the opportunity to add items to the agenda as the intention is for two young people to attend the next Full Partnership meeting.</p> <p>It is felt that the Youth Forums are not accessing a wide enough audience.</p> <p>Roanna Taylor is to contact Active Schools to develop the engagement of our youth.</p> <p>Concerns were raised that Dialogue Youth needs funding, and that currently each area is going about this in it's own way.</p> <p>Reassurance was given that under the new funding arrangement, Dialogue Youth will not become a casualty.</p>	Roanna Taylor
	<p>d) <b>Migrant Workers</b></p> <p>Lucinda Gray recently headed up a local group.</p> <p>It was noted that one point of the Argyll and Bute Local Plan links with the Government Economic Strategy for increased population and the CPP is positive about promoting population growth but this needs to encompass housing and infrastructure.</p> <p>Lucinda felt it was too early to focus the group but identify clearer aims and the need to look at the good practical work undertaken in other areas and other projects.</p> <p>The vacant MOD land at Campbeltown and Helensburgh were discussed.</p> <p><b>ACTION POINT – Bring more people into the debate - develop a communication plan to promote change.</b></p> <p><b>Item on the next CPP Management Committee agenda</b></p> <p><b>It was suggested that perhaps the MOD could be invited to the next meeting regarding land at Campbeltown and Helensburgh.</b></p>	Eileen Wilson
	<p>e) <b>Communities Scotland</b></p> <p>The whole of the Scottish Government Housing Division along with Communities Scotland is being re-organised in 6 sections.</p> <ol style="list-style-type: none"> <li>1) Regeneration</li> <li>2) Housing Access and Support</li> <li>3) Housing Systems</li> <li>4) Social Housing</li> <li>5) Investment Delivery</li> <li>6) Communities Analytical Services</li> </ol> <p>There is now a question mark as to whether Communities Scotland will remain a Partner of Community Planning. It was agreed to write</p>	

	to Mike Foulis, Director for Housing and Regeneration, Communities Scotland – copying to Jim Mather MSP/relevant minister, setting out our concerns and requesting that Communities Scotland continue to participate in CPP	Eileen Wilson
5.	<p><b>FAIRER SCOTLAND FUND AND SINGLE OUTCOME AGREEMENTS</b></p> <p><b>Letter From John Swinney</b> John Swinney’s letter was discussed highlighting the overall economic purpose, the 5 strategic priorities and the 15 key objectives. It was felt that the CPP could and should do more – there should be cohesion of service delivery at local level.</p> <p><b>Single Outcome Agreements</b> Guidance has been received from <b>Cosla</b> The CPP has been mapped to the 15 National Outcomes against the matrix of 45 indicators The CP Partners need to identify and match themselves/their organisations with the National Outcomes - Argyll and Bute Council will not always take the lead.</p> <p><b>Fairer Scotland Fund</b> There is a £320,000 reduction in monies available for 2008/9, therefore activities that can be contracted or the re-deployment of staff need to be identified. The priority needs to be in managing this reduction, and the CPP needs to indicate the principles for the contraction. Is there a possibility that Health and Equalities and Community Regeneration can be pulled together. In the longer term there is a fund increase which could possibly provide support for community or voluntary organisations.</p> <p><b>ACTION POINT – The Management Committee agreed the benefit of the Single Outcome Agreement and that there would be a continuation of discussion at future Management Committee Meetings.</b></p>	
6.	<p><b>AUDIT SCOTLAND UP DATE</b></p> <p>Report noted</p>	
7.	<p><b>LOCAL COMMUNITY PLANNING – SUSTAINABILITY WORKSHOP</b></p> <p>As one of the key principles of the new Fairer Scotland Fund is <i>‘Empowering communities and individuals to influence and inform the decisions made by CPP’s’</i> there is a clear opportunity to work more closely with colleagues in Community Learning and Regeneration and with the Voluntary Sector to deliver Local</p>	Eileen Wilson to contact Glen Heritage



	<p>Community Planning. The Sus it Out training went well and the intention is still to deliver local community planning across Argyll and Bute with CP partner volunteers trained in Sus it Out facilitation but in future this should be done in closer partnership with Community Learning and Regeneration and the Voluntary Sector. In the meantime Glenn Heritage offered assistance with developing a protocol to enable the voluntary sector to participate more effectively with Community Planning</p>	
8.	<p><b>INITIATIVE AT THE EDGE</b></p> <p>a) <b>Verbal Up Date From Hughie Donaldson</b></p> <p>Agreement from all Partners needed soon for support, and the need for a dedicated person was highlighted. latEdge will meet with the James McLellan and other Senior Officers from Argyll and Bute Council to discuss this. It is anticipated that as of Jan 2010 latEdge will disappear and become a partner of Community Planning.</p> <p><b>ACTION POINT – This needs fuller discussion and Hugh Donaldson will come back with more detail of requirements</b></p> <p>b) <b>Letter From Lismore Community Development Trust</b></p> <p>Noted.</p>	Hugh Donaldson
9.	<p><b>PARTNERSHIP FEEDBACK</b></p> <p>a) <b>Funding For DRIVESafe</b></p> <p>The project needs more funding. Partners are to contact Eileen or Dave McBride with their organisational requirements. Dave is currently looking into Private Sector funding.</p> <p><b>ACTION POINT – Eileen Wilson to continue discussion with Partners via e-mail</b></p> <p>b) <b>Jura Development Trust</b></p> <p>Leaflet distributed for information and up-dates. Developments noted.</p>	Eileen Wilson
10.	<p><b>FUNDING</b></p> <p>a) <b>European Funding Programme Up-Date</b></p> <p>Noted.</p> <p>b) <b>Summary Of Funding Hub Pitches 28<sup>th</sup> November 2007</b></p> <p>Noted.</p>	

11.	<p><b>CITIZENS PANEL</b></p> <p>Report attached. The survey focused on 4 themes within Vibrant Communities.</p>	
12.	<p><b>HAPPY TO TRANSLATE</b></p> <p>A presentation was given by Rohini Sharma Joshi on the services available from Happy to Translate. Further information can be obtained from their website – <a href="http://www.happytotranslate.com">www.happytotranslate.com</a></p>	
13.	<p><b>2008 REVISED MEETING SCHEDULE</b></p> <p>Noted.</p>	
14.	<p><b>AOCB.</b></p> <p>No Matters arising.</p>	
15.	<p><b>DATE OF NEXT MEETING</b></p> <p>The next meeting will take place on 19<sup>th</sup> March in the AIE Boardroom, Lochgilphead.</p>	

The Funding Hub meeting followed this.

## **PUBLIC SERVICE REFORM – THE FUTURE OF COMMUNITY PLANNING**

### **Introduction**

1. This paper gives an overview of recent developments in public service reform and sets out the Government's vision for further work in this area. The new working relationship with local government, the introduction of Single Outcome Agreements (SOAs) and the central role that Community Planning Partnerships (CPPs) will be expected to play are discussed.

### **A new approach to Public Services in Scotland**

2. Since May 2007, substantial changes have taken place in Scotland's public sector. Most importantly, the Scottish Government now has a clear Purpose: creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. This is supported by 5 strategic objectives; to be a wealthier and fairer, healthier, safer and stronger, smarter and greener Scotland.

3. The adoption of the Purpose and the objectives creates a new focus for all involved in the delivery of public services. Recognising that each part of the governmental structure needs to make a contribution to all of the strategic objectives, the Scottish Government has adopted a new approach to prioritisation, by ensuring that the 5 strategic objectives are owned by Government collectively and not individual Ministers. The Scottish Budget Spending Review document, published in November, describes how the work of each Ministerial portfolio supports the strategic objectives and explains how the Scottish Government aims to work in a more cohesive and focused way to make the necessary internal links to deliver the overall Purpose.

### **Putting the right structure in place to deliver the Purpose**

4. Increasing sustainable economic growth will not be achieved solely by improving the internal structures of the Scottish Government or adopting the 5 strategic objectives. As well as placing a far greater emphasis on the effectiveness of policy and the prioritisation of money spent to achieve it, the Purpose and objectives will be used to cohesively focus the wider public sector. To support this realignment, the Budget and Spending Review put in place a new performance management framework of national outcomes and indicators. This means that the contribution of all parts of the public sector to these outcomes and indicators can be agreed and measured and overall progress reported.

5. The shared objectives and outcomes are a key component of the new working relationship that has been established with local authorities. As the concordat agreed between the Scottish Government and CoSLA in November makes clear, it is a relationship based on mutual respect and partnership, which underpins the funding to be provided to local government over the period 2008-09 to 2010-11. It provides for the Scottish Government setting the direction of policy and the over-arching outcomes, while standing back from micro-managing service delivery. This is intended to reduce bureaucracy and free up local authorities and their partners to meet the varying local needs and circumstances across Scotland. It is this element of local interpretation that this paper seeks to explore, with particular relevance to the introduction of SOAs and the role of CPPs.

**Working in partnership to deliver the Purpose - SOAs**

6. The SOA is one of the keys to simplifying and improving the delivery of public services as well as bolstering local decision making and accountability. Under the terms of the Concordat, each council will agree a single Outcome Agreement with the Scottish Government. This agreement will be expected to be in place across all councils for 2008-09. These agreements will be based on the agreed set of national outcomes (underpinned by agreed national indicators), supported by specific local outcomes that reflect the priorities for each Council area. A new reporting system will replace the existing reporting schemes. Under the new proposals, each council will be required to submit a single, annual report setting out its progress against the agreed outcomes and indicators.

7. SOAs bring with them a reduction in ring-fencing of the financial allocation received from the Scottish Government and a rationalisation of the reporting structure. The number of separate funding streams to local government is being reduced from eighty in financial year 2007-08 to fifteen in 2008/09. In total, the current level of ring-fenced specific grants will be reduced from £2.7 billion in 2007-08 to less than £1 billion in 2010-11.

8. The agreements will cover all local government services in each local authority area as well as a significant range of responsibilities of CPPs where local authorities have a part to play. Where SOAs provide a significantly different approach is that they allow for the detail of how the outcomes are to be achieved to be decided on the basis of local circumstances. Initial SOAs will have varying degrees of direct CPP input, which will depend on the local position and the breadth of existing partnership working.

9. Each SOA will include a section for each of the 15 National Outcomes explaining its local priority and where relevant, providing a profile of the local area, drawing on relevant indicators, including the National Indicators and the national menu of Local Indicators. We would also expect the SOA to identify key local causes and past performance trends in local conditions. It will also be important to make cross-references from the National Outcome to policies in the Community Plan and the key plans of the Community Planning Partners, as well as specifying the local conditions for which improved local outcomes are sought.

10. Under each National Outcome, the SOAs will also include local outcomes and indicators, selected by the local authority, designed to give a clear indication to the local community of the priorities for action. Intermediate local outcomes agreed between Scottish Government, the Council and the Community Planning Partners, should be identified in the SOA, along with the indicators by which local outcomes will be tracked, including the relevant National Indicators and relevant Local Indicators from a national menu. For some local outcomes, the SOA may need to identify specific commitments made by Scottish Government, the Council or Community Planning Partners to enable delivery of that particular outcome. Underlying the process is an understanding that achievement of the majority of the outcomes will be dependant on partnership working across Community Planning Partners.

**Community Planning**

11. The introduction of SOAs, combined with the adoption of a clear Purpose for Scotland's government and the reduction in ring-fencing has therefore created an opportunity for CPPs. Whilst the initial SOAs will be with each of the 32 councils, the concordat makes

it clear that there is the possibility of agreements with CPPs at a future date. The CPP will have a key role in the delivery of any SOA, even if that agreement is legally between the Scottish Government and the local authority. The CPP provides the link between the Council and its partners in aligning national with local priorities and acts as a forum for collaboration around outcomes that cannot be delivered by one agency in isolation.

12. The SOA, when set alongside a reduction in ring-fencing, will allow for maximum freedom in funding decisions at the local level. This will give partners the flexibility to target resources where they identify the greatest need. However, this greater freedom brings with it increased responsibilities. The consequence of consolidating funding streams is that partnerships will need to make choices that will have an impact on mainstream budgets.

13. Significant commitment will be required from each partner to make this new approach work. The CPP must be signed up to the principles of the outcome agreement in order for the Council to be in a position to deliver on the outcomes that the SOA contains. Equally, by entering into an outcome agreement with the Government, the Council is signifying a commitment to partnership working. This point is vital: SOAs mean that partnership working is no longer one alternative method of delivering public services; it is a necessity if the complex problems facing Scotland's communities are to be addressed.

14. Working effectively in this way requires a clear vision, mature leadership and a high level of trust. Led from the top, organisations need to change their cultures, breaking down barriers between services and partners. To help this process, CPPs need to take a corporate role, commissioning new work where necessary and holding each other to account for progress.

15. CPPs are already making a difference to some communities, as examples from around the COHI area demonstrate. However, the real test for public services is the difference they make to the lives of all the people who use them. CPPs should measure themselves by the improvement they make for the communities they serve.

16. If the relationship between local partners is sufficiently advanced, effective joint working can lead to collaboration and shared services. This in turn can deliver efficiency gains to ensure we maximise public spending to benefit local communities. However, key to delivering successful shared services is a strong business case which identifies the right processes, people and technology. Shared Services should not be technology driven nor on the assumption that the capacity of one organisation makes it fit for purpose in delivering the best shared services solution. There are some projects underway that are developing the foundations for collaborative and shared services opportunities:

- *Orkney Joint Working Project*

The overall aim of the Orkney project is to improve the efficiency of public sector services in Orkney and in particular in the management and delivery of support services in the Orkney Islands Council, NHS Orkney and other partner agencies who are part of the Orkney Community Planning Partnership. The project will develop options for collaborating on procurement, HR, property management and maintenance, patient/service user transport ICT and catering.

- *Comhairle nan Eilean Siar Integrated Working*

The Eilean Siar project is defining and scoping a model and governance structure for joint working which should provide a basis for integration of selected services. This study will report the feasibility of such a model exploring potential barriers and solutions and is due to be completed by March 2008.

- *Local Government Shared Services Pathfinders*

Edinburgh and Glasgow undertook initial diagnostics work and based on the outcome of these, a simplified operating model (toolkit) has been provided to the remaining 30 local authorities along with funding from the Scottish Government. Local Authorities will identify the scale and opportunity to simplify, standardise and share, analyse the resource allocation across the end to end processes, and undertake a gap analysis against leading practice. The outcome will be identification of priority opportunities and potential operating models. The best practice operating models will then be developed into a single operating framework for local government, which optimises the opportunities to share within the sector and with Community Planning Partners.

### **Involving Communities and the Third Sector**

17. The introduction of SOAs and the existing structure for partnership working provided by CPPs are fundamental building blocks in this new approach. We can see how Community Planning has real potential to act as an infrastructure for delivery and how it provides an established framework for:

- Identifying the vision and strategic issues for the local area;
- Identifying overlaps and synergies between organisations;
- Designing services around the needs of users;
- Developing effective local leadership.

18. What makes CPPs uniquely suited to this role is that they have the infrastructure in place to engage directly with communities. This gives CPPs the opportunity to work directly and through their community and voluntary groups in developing local solutions to local problems, the central feature of Outcome Agreements. Effective engagement with communities and individuals has considerable potential benefit for those who are empowered by the process.

19. This Government believes that, over the last few years, too much power in Scotland has been drawn up to the national level. We want to make sure that people have more control over their own lives and more choice in how their needs are met. Councils, together with their partners, are in a position to undertake the sustained engagement processes and to build the relationships that can achieve this. So our approach is designed to ensure that, by empowering communities to become more closely involved in the decision-making process, we will not only see an improvement in the quality of local services but will also add value to communities and individuals themselves.

20. There is much good work already going on across the country. We want to learn from those strong community based organisations who are playing their part by delivering what is important to local people. This is where the third sector has a substantial role to play. It

offers both a strong link to communities, and also quality services with that community and user-focus. We want to support the third sector to make a full contribution by investing in third sector skills and developing its capacity to sit at the CPP table, as well as investing in its potential to deliver high quality services locally. We have made progress by bolstering the third sector capacity to be strong partners through the spending review.

### **Conclusion**

21. The combination of factors that have been outlined in this paper create an opportunity to move CPPs forward and make a real difference to communities and service users. Work since the election on Scottish Government's overall Purpose, five strategic objectives and the Strategic Spending Review, means that we now have one cohesive direction for government which signals to bodies responsible for delivery locally where resources should be directed.

22. The overall Purpose and strategic objectives, which should be shared across all sectors, cannot be achieved without cohesion in service delivery at the local level. Community Planning is the primary mechanism for achieving that alignment locally.

**Scottish Government**  
**February 2008**

This page is intentionally left blank



# **Argyll and Bute Single Outcome Agreement**

**An agreement between Argyll and Bute Council and the Scottish  
Government**

**Working Draft v7**

**March 2008**

For further information contact:  
Brian Barker, Policy and Strategy Manager

© 2008 Argyll and Bute Council

## Task list

What needs doing	By who	By when
Add the 15x45 table (national outcomes v indicators) to the CPP review to map CPP links	Eileen	
Developing template for FAB Plan to include in the SOA	Susan/Eileen	14 Feb
Drafting of text for context	Jennifer	
ID data sources for the 45	Chris	
Partnerships section	Eileen	
Ticks and templates	Brian	
Scottish Government objectives	Jennifer	
Governance and delivery	Brian	
Stakeholder involvement	Jennifer	
Performance management	Brian	
Mapping to service plans to national outcomes		After the budget??
National indicators and targets – filling out table	Chris	

NOTE: this needs to go to the Executive on 20 March.

**Foreword**

XXXX

**Executive summary**

XXXX

## Local context

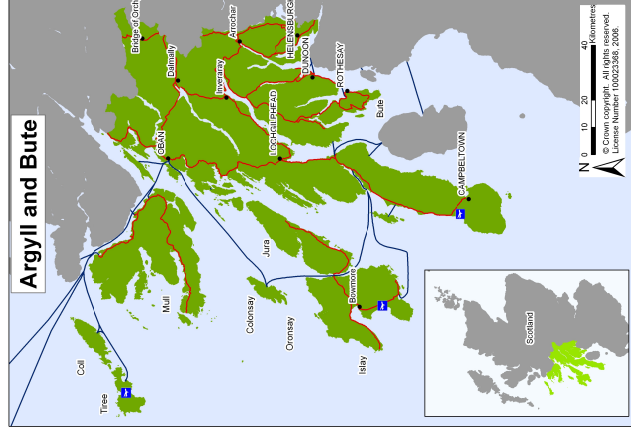
**Argyll and Bute** is an area of outstanding beauty and varied geography – stretching from Helensburgh in the East to Tiree in the West. The cultural diversity of local communities reflects this geographic diversity.

There are 25 inhabited islands, more than any other local authority area in Scotland. The islands are not well interconnected because links tend to be with the mainland.

The mainland is divided by long sea lochs that cut deep inland and further fragment already remote and sparsely populated areas. This extends road links, with long drive times and very often only one road connects settlements.

Ferries are an essential part of everyday life. 17% of the population live on islands reliant on a ferry. Air links are becoming more prominent as routes open via the new airports at Oban, Coll and Colonsay.

The area is very sparsely populated – an area that is 10% of Scotland houses only 92,000 people. This has an impact on the range of services that are available and increases the cost of delivery. Communities are often very self reliant, but do lack access to many of the services that are often taken for granted.



The changing population profile is a significant challenge as younger people leave the area to attend university or seek work. Simultaneously, the older population is on the increase, partly because of higher life expectancy and partly because the area is seen as an attractive retirement destination.

Affordable housing is a significant issue as many properties are sold at inflated prices for second, holiday or retirement homes.

The main employers are public sector, tourism, construction and agriculture/fishing. There are higher than average levels of self employment, with a significant proportion of this in tourism.

### XXXXX do we highlight fragile economy some more?

The natural environment is among the most unspoiled in the UK with habitats and biodiversity second to none. There are 120 areas designated as Sites of Special Scientific Interest in Argyll and Bute – taking up 10% of our land area.

The marine biodiversity is as rich as that on land with populations of marine species that are of global significance, for example the serpulid reefs of Loch Creran – one of only four sites in Europe.

## Leading Rural Area – our shared long term vision

The Council is committed to partnership working and community planning. As the statutory lead agency and as a key stakeholder in the process, the Council facilitated the process for developing a joint vision for Argyll and Bute Community Planning Partnership of Argyll and Bute: *Leading Rural Area*.

### Argyll and Bute: Leading Rural Area

#### Vibrant Communities

- safe supportive communities with positive culture and sense of pride in the area
- well balanced demographically with young people choosing to stay or move to the area
- vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
- a sense of history with a view to the future
- housing that is appropriate and affordable with local people able to participate in the housing market
- high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute

#### Outstanding Environment

- high quality environment that is valued, recognised and protected
- the environment is respected as a valued asset that can provide sustainable opportunities for business
- an identity that is recognised and appreciated globally with a range of businesses that use the high quality image
- an area that is accessible, yet retains its remote character

#### Forward Looking

- communities that are culturally rich with a desire to excel
- proactive communities where local people and organisations look for and create opportunities
- decentralised public sector with more delivery of high quality 'professional' services from Argyll and Bute
- partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints that limit possibilities
- communities that learn and use that knowledge

## The challenges we face

There are a range of factors unique to Argyll and Bute or shared with a small number of other areas that create significant challenges for the community planning partners. The local acceptance of these characteristics as a 'normal' part of life tend to underplay or hide the difficulty of living and working in this area. The major challenges for all service providers come from:

- the unique geography of the area
- the changing population
- the fact that people are 'living on the fringe' and can be excluded or experience deprivation that is not acknowledged in conventional measures
- the difficult financial position where the cost of service delivery is higher and options reduced because of the scattered population and lack of economies of scale

## Our geography

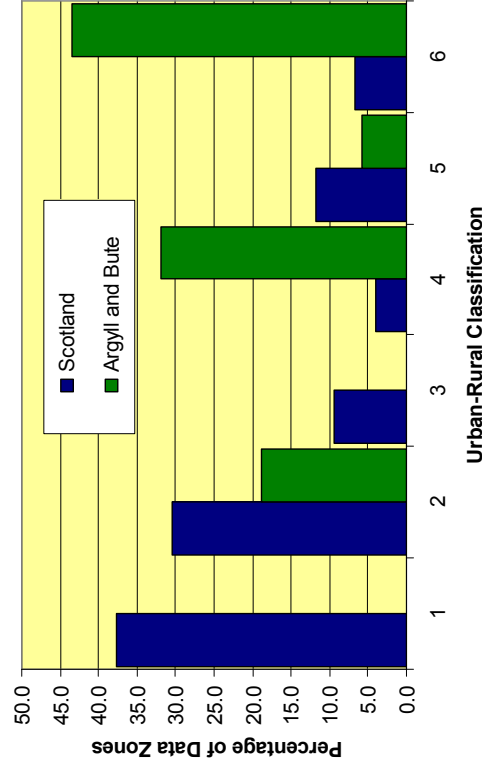
The diverse geography of Argyll and Bute creates significant challenges. 17.4% of the population live on islands and only one island has a fixed link to the mainland, so 17% of the population need to use ferries or air links to access services. The Council and its partners also need to use these links to provide many services. Some mainland communities are also reliant on ferry links – e.g. the Cowal communities accessing services and work in Glasgow.

Nationally, the focus on islands tends towards Shetland, Orkney and Western Isles because they are 'island councils'. However, 25 of the 95 inhabited islands in Scotland are located in Argyll and Bute – with 16% of the total Scottish island population resident in the area. The inhabitants of these islands often have

poorer access to services because they have to travel to the mainland, whereas the population in the island council areas are largely resident on the main island in that group.

The stark contrast in geography between Argyll and Bute and Scotland is highlighted using the Scottish Government's urban-rural classification (see graph). Scotland is divided into 6,505 data zones, each with a population of 500-1,000 people. Each

Urban-Rural Classification: Scotland and Argyll and Bute



(1) Large Urban Areas Settlements of over 125,000 people; (2) Other Urban Areas Settlements of 10,000 to 125,000 people; (3) Accessible Small Towns Settlements of between 3,000 and 10,000 people and within 30 minutes drive of a settlement of 10,000 or more; (4) Remote Small Towns Settlements of between 3,000 and 10,000 people and with a drive time of over 30 minutes to a settlement of 10,000 or more; (5) Accessible Rural Settlements of less than 3,000 people and within 30 minutes drive of a settlement of 10,000 or more; (6) Remote Rural Settlements of less than 3,000 people and with a drive time of over 30 minutes to a settlement of 10,000 or more

data zone is classified on a scale of 1 to 6 ranging from large urban areas (none in Argyll and Bute) to remote rural (nearly half the data zones in Argyll and Bute). This difference highlights the challenges for any service provider in Argyll and Bute, and also

the need to develop different solutions for this area compared to Scotland as a whole.

Approx 45% of the population lives in settlements of 5000 or more people and at the opposite extreme 1 in 5 people do not live in a settlement (where a settlement is 6 or more households).

All these factors create challenges for service delivery in terms of logistics, recruitment of professional staff and cost. Some developments, such as the service points located on islands, help to ease access to services, but there will always be a premium for the cost of service delivery and often a more limited range of services on offer.

**Changing population**

The fragile remote rural areas often act as early warning signs for changes in population that can be expected to affect other areas. Concern about a trend can sometimes influence decisions about whether to stay or move away. The social, higher education and career opportunities in urban areas have attracted younger people away from rural areas for many years. The growing focus on major cities and their economic influence, retirees moving to rural areas, and high ownership of second homes has a damaging effect on rural areas.

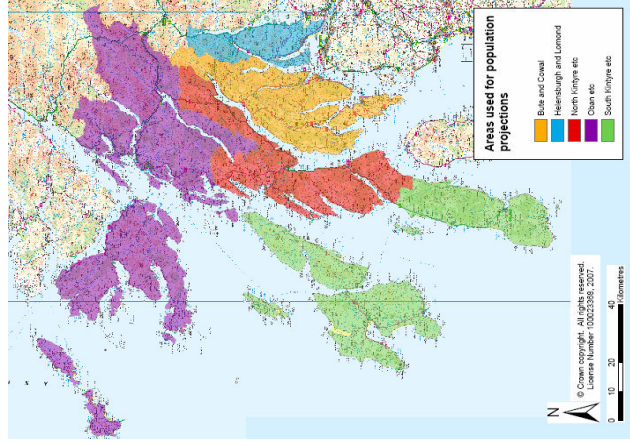
Higher priced housing, lack of available property and the general aging of the population act to drive younger people away or discourage movement by them to the area. People moving to the area face major hurdles – in particular the limited career prospects for themselves or their partners and the lack of affordable housing.

Recent in-migration of workers from Europe has had an impact. They bring much-needed skills to the area, but also need to access support services. Future migration trends are unclear, but there is a definite need to encourage more young people and families to move to the area.

The resulting population projections up to 2031 show possible changes that are a concern if the more fragile communities in Argyll and Bute are to survive and thrive. Particular concerns are the large increase in the older population, the significant drop in the younger population and the decrease in working age people. These all have implications for the range of services that need to be delivered and the ability to deliver those services – either to influence the population trends or to adapt to change

**Table 1: Projected changes to Argyll and Bute’s population (2006-2031)**

	2006	2031	Percentage change
Total population	91,390	90,020	-1.5%
0-15 year olds	15,691	13,383	-14.7%
Working age <sup>1</sup>	54,397	49,347	-9.3%
Pensionable age <sup>1</sup>	21,302	27,290	28.1%





<sup>1</sup> Working age in 2006 is 16-59 for women and 16-64 for men. Working-age in 2031 is assumed to be 16-65 for both men and women. Pensionable age in 2006 is 60 and over for women and 65 and over for men. Pensionable age in 2031 is taken to be 66 and over for men and women.

### People on the fringe

Life in rural areas often places additional pressures on people that are much less evident in urban areas, for example the much higher dependence on the car, higher fuel costs and the greater distance to access basic services such as hospitals, supermarkets and schools. You can also find very poor people living alongside comparatively rich people – there is much less separation into different neighbourhoods compared to urban areas. Excluded or deprived individuals and households are much less visible in rural areas

The most commonly used measure of deprivation in Scotland is the Scottish Index of Multiple Deprivation (SIMD). This was developed to identify concentrations of deprivation using a variety of factors to describe the circumstances of average individuals in each of the 6,505 data zones across Scotland. Data zones in rural areas can include several communities and in Argyll can include a mix of islands and mainland – an obvious consequence of this is masking of communities that need support by averaging prosperous areas with those that are disadvantaged. This is a significant issue as the SIMD works most effectively where populations are more uniform and least effectively with mixed populations, like Argyll and Bute.

The SIMD 2006 identified ten data zones within Argyll and Bute as being among the 15% most deprived data zones in Scotland. These data zones are located in Campbelltown, Dunoon, Helensburgh, Oban and Rothesay. This illustrates the effectiveness of the SIMD to identify deprivation in urban areas, but does raise concerns for the rural areas of Argyll and Bute.

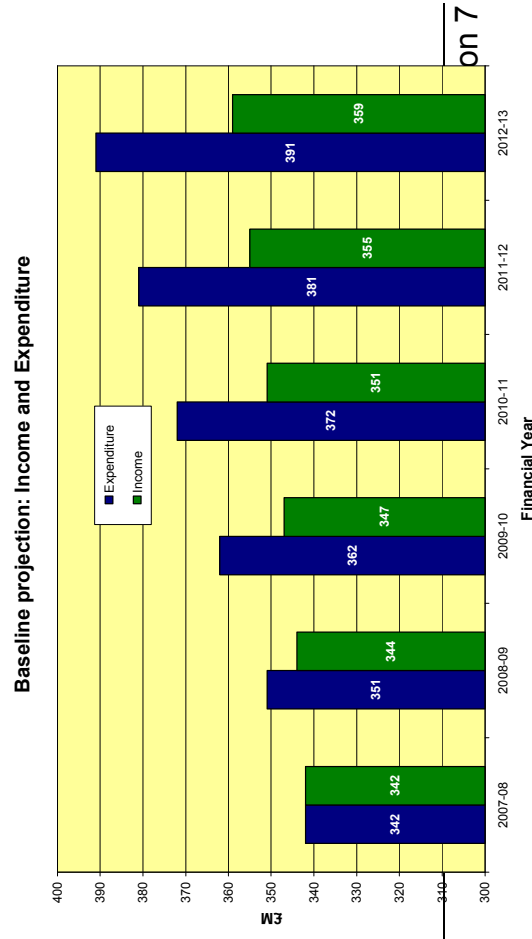
Argyll and Bute Council, local partners, the other Highland and Island councils and the Scottish government are working together to identify suitable measure to help give a clearer picture of deprivation in rural areas. The Scottish Government is currently undertaking a literature review prior to more detailed work with the other partners. This work was initiated following dialogue with Ministers at the October 2007 Convention of Highlands and Islands.

XXXX link with Jeannie Holles stuff (as pointer to more detail later)

### Financial

XXXX REWRITE THIS SECTION SO THAT IT'S NOT DIRECTLY ABOUT THE COUNCIL (BUT DOES INCLUDE POINTERS TO OUR FINANCIAL POSITION)

XXXX SHOULD WE REFERENCE CHANGES IN FUNDING TO THE RTPS THAT COULD SLASH INVESTMENT IN INFRASTRUCTURE IN ARGYLL AND BUTE – NICOLA DEBNAM PROVIDING WORDS FOR THIS





*XXXX text from Nicola in italics*

*Investment in infrastructure is key to creating an attractive, well connected, modern economy. Action plans have been developed on the basis that funding for infrastructure projects could be sought from sources such as Challenge Funds and the Regional Transport Partnerships (RTP).*

*Following the recent Scottish Budget settlement and the Concordat signed between the Scottish Government and COSLA, funding will now be provided to councils by means of a block grant. This block grant now includes former sources of funding such as the Public Transport Fund and the capital grants awarded to the RTP.*

*Given that it is now the responsibility of each local authority to allocate the total financial resources available to it on the basis of local needs and priorities, it will very difficult to fund major infrastructure projects.*

*The Scottish Government has and will continue to engage with the RTP and its constituent authorities during the transition to the new arrangements.*

*Tighter financial settlements, ongoing demands for efficiency savings and a wide range of cost and service pressures combine to create a challenging financial outlook for the future.*

*The Council has successfully contained expenditure within budget and achieved planned efficiency savings over recent*

years. Future prospects are more challenging and the Council is developing a longer term financial strategy to manage these.

The Council continues to face a significant backlog for investment in its assets, including schools, roads, leisure facilities and offices. Rationalisation of assets is essential to reduce ongoing revenue costs, eliminate part of the investment backlog and release funds for investment. A range of strategic capital projects for regeneration will place further pressure on the available capital funding.

The Council will have to strike a balance between investment in the existing asset base and regeneration projects. Consideration will also need to be given to the balance of capital funding from central government grant to support borrowing, prudential borrowing and leveraging in external funding. A prudent estimate of supported borrowing would suggest that around £60m may be available over the next 5 years.

While the Council has made some investment in these areas, it cannot fund the necessary infrastructure to the level required. Travel and transport are significant concerns for remote communities and the roads and ferries infrastructures particularly require investment in order to support the economic and social sustainability of Argyll and Bute. The renewables infrastructure also requires investment to further support the innovation that has been demonstrated in Argyll and Bute.

**XXXX do we put pointers in here for the big stuff we want the Scottish Government to spend on – e.g. roads infrastructure, renewable energy infrastructure, ferries, town centre regeneration etc etc**

### **Other challenges**

XXXX this section needs to change/be removed

The Council also faces internal challenges to improve the efficiency and effectiveness of its operations. Particular attention is being paid to the need to:

- rationalise and develop assets, including the school estate, major facilities and to develop joint arrangements with local partners
- support the development of social enterprises to improve community control and broaden service delivery options

## **Relationship between local context and Scottish Government objectives**

The Council has adopted a format for the Corporate Plan that explicitly recognises the links between the Leading Rural Area themes and relates them to the Council's strategic objectives:

- Vibrant communities
- Outstanding environment
- Forward looking

A similar process has been used to demonstrate the links between the Scottish Government's national outcomes and the Council's campaigning priorities:

- Infrastructure
- Developing the economy
- Remote and island communities
- Service delivery challenges

These campaigning priorities will help to address the challenges we face:

- Demography: changing population
- Geography
- Social: people living on the fringe
- Financial

Within this local context, Argyll and Bute Council is contributing to the Scottish Government's objectives. The following section outlines the challenges that are being tackled by Argyll and Bute in relation to the Scottish Government's objectives.

### **Wealthier and Fairer**

*Government objective: Enable businesses and people to increase their wealth and more people to share fairly in that wealth.*

Argyll and Bute challenges:

#### **Developing Economy:**

main employers are:  
public sector (34.5%)  
tourism (13.8%)  
agriculture/forestry/fishing (6.3%)  
higher than average levels of self employment, particularly in tourism; seasonal employment;  
Argyll and Bute is vulnerable to change in the public sector and to consumer preferences.

(Source: Census and ONS via NOMIS – June 2007)

Recent in-migration of workers from Europe has had an impact, bringing much-needed skills but also increasing demand for support services. Future migration trends are unclear.

#### **Remote and Island Communities:**

higher priced housing prevents first-time buyers getting a foothold on the property ladder; lack of affordable housing and available property can be a barrier to incoming workers.

#### **Infrastructure:**

critical to economic sustainability and access to services.  
17% of the population live on islands reliant on a ferry.  
1 in 5 people don't live in a settlement - sparsely populated areas have road links with long drive times and very often only one

road connects settlements. In recent years, landslides affecting major trunk roads effectively cut off Argyll for days at a time; car crashes can result in road closures lasting several hours.

### **Smarter**

*Government objective: Expand opportunities for Scots to succeed from nurture through to life long learning, ensuring higher and more widely shared achievements.*

Argyll and Bute challenges:

#### **Service Delivery Challenges:**

sparsely populated area has an impact on the range and cost of services; communities are often very self reliant, but do lack access to many of the services that are often taken for granted; changing population profile of decreasing younger people and increasing older people

### **Healthier**

*Government objective: Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.*

Argyll and Bute challenges:

#### **Remote and Island Communities:**

Population projections up to 2024 show possible large increase in the older population and significant drop in the younger population resulting in a decrease in working age people. The changing population raises particular challenges for the provision and delivery of healthcare services and elderly care.

### **Infrastructure:**

Island inhabitants in particular often have poorer access to services due to the need to travel to the mainland.

### **Safer and Stronger**

*Government objective: Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.*

Argyll and Bute challenges:

#### **Remote and Islands Communities:**

urban opportunities attract people away from rural areas and there has been a growing focus on major cities and their economic influence – together this has an adverse impact on rural areas such as Argyll and Bute; retirees moving to rural areas increases the elderly population (xx% in Argyll and Bute compared with xx% in Scotland) and high ownership of second homes means fewer people contributing to the community .

Higher dependence on the car, higher fuel costs and the greater distance to basic services such as hospitals, supermarkets and schools. There is much less separation of rich and poor into different neighbourhoods than occurs in urban areas and therefore less visibility of excluded or deprived individuals and households.

## Partnership working – the key to successful delivery

### Argyll and Bute Community Planning Partnership

In Argyll and Bute the Community Planning Partnership enables public, private, community and voluntary sector organisations to work together to improve services for the people of Argyll and Bute.

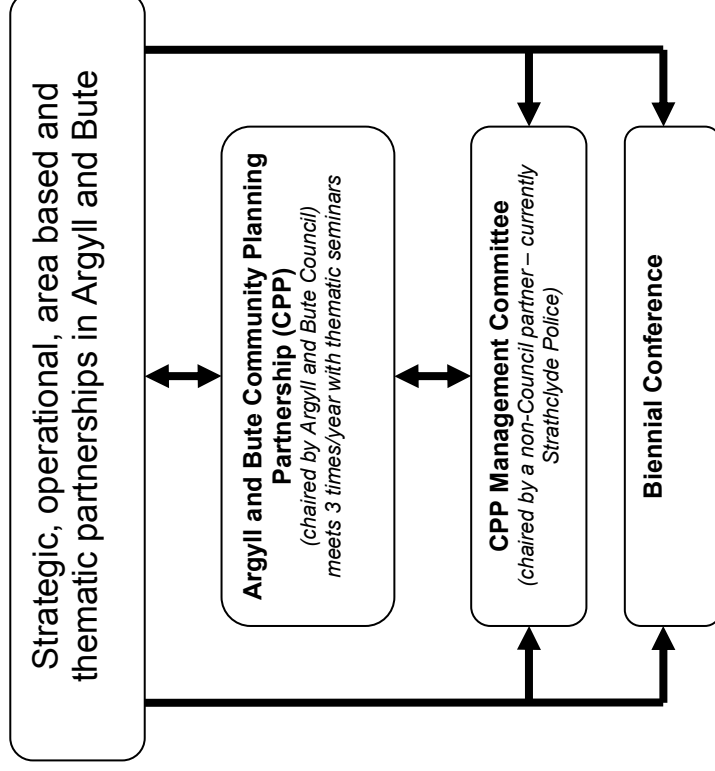
The Community Planning Partnership structure has evolved as partnership working has been increasingly recognised as a valuable way of working, but also to change or remove areas where there is duplication or ineffective working.

No one agency or organisation working in isolation can make a real difference to local quality of life, or achieve what many people want for their communities. Community Planning partners are involved in many partnerships across Argyll and Bute, varying enormously in size and remit and ranging from the formally constituted to more informal time limited groups dealing with specific issues or topics.

XXXX mention this being a “partnership of partnership” with an interlinked web like structure rather than conventional hierarchy

The Full partnership only meets three times a year, is chaired by the Council and enables all the partners to come together to gather and disseminate information. The Management Committee which meets every eight weeks is always chaired and hosted by a partner organisation. The management Committee is

where issues can be raised that requires the attention of Community Planning or another existing partnership.



The Community Plan that was developed through consultation and published in June of 2007 incorporated an Action Plan where the outcomes for the Argyll and Bute CPP were set out for the next ten years. As part of the monitoring and reporting of partner and partnership achievements the action plan updated every six months.

### Transition to the Fairer Scotland Fund

XXXX explain how this is happening

XXXX include contraction from carry forward of BNSF

***Future changes***

The Community Plan focus is on long term outcomes, developing the SOA for Argyll and Bute will enable us to build in short and medium term targets.

The Community Planning Biennial Conference to be held early in 2009 will be part of the process of involving all Community Planning partners in the development of Argyll and Bute's Single Outcome Agreement. The CP partners will be able to revise and review the Community Planning long term goals in terms of the short and medium term targets set out in the SOA.

## Outcomes and commitments

Argyll and Bute Council welcomes the concordat between the Scottish Government and COSLA and clarity and focus this brings to the strategic planning for the public sector in Scotland.

### ***Our approach***

The relationships between national objectives, national indicators/targets, local priorities and actions to deliver services from a multitude of partners creates a complex web of relations that is difficult to explain or visualise.

We have focused attention on linking service delivery actions to the national priorities so that there is a consistent 'golden thread' from Scottish objective to delivery in Argyll and Bute. People delivering services can see how they contribute to national goals.

This agreement has been developed with the aim of representing community planning partner contributions as fully as possible from the outset. The processing of engaging partners in the process of developing the agreement will be refined and strengthened in the coming year – for some partners the process in the first year has been about developing a better understanding rather than contributing in more detail.

### ***Connecting aims to action***

The five Scottish Government objectives give a clear sense of direction and a long term goal, but are also expressed in terms that are more general. Linking local strategic objectives from the Council and partners to the five national objectives provides some details, but not sufficient to enable effective mapping of actions to outcomes.

The fifteen national outcomes give a clear feel for what is expected in the medium term and make the mapping process easier. We can start to pick out more detail to help us understand how we can take action, but without getting into the detail that would swamp our strategic overview. We have used the fifteen national outcomes as a common reference point. We have linked them with the Scottish Government objectives and also to our local objectives and service delivery outcomes and outputs.

These links enable us to show how services delivered by public sector partners in Argyll and Bute contribute to achievement of the Scottish Government objectives and help us to highlight where the Scottish Government needs to focus its attention in Argyll and Bute.

The high level detail is reported in this agreement. The full detail is very complex and is recorded in other plans and strategies.

XXXX diagram to show the links???

Argyll and Bute Community Planning Vision and Themes		Argyll and Bute Council Strategic Objectives	
Leading Rural Area	Outstanding Environment	Environment	Promoting our cultural, social and natural heritage and protecting our unique area
	Vibrant Communities	Social Change	Affecting demographic change, caring for vulnerable people and lifelong learning
		Economy	Creating an attractive, well connected, modern economy
	Forward Looking	Organisational Development	Improving, innovative, proactive and successful

XXXX how does this work for other CPP partners? – do we change for 2009?

Scottish Government objectives	
Wealthier and Fairer	Enable businesses and people to increase their wealth and more people to share fairly in that wealth
Smarter	Expand opportunities for Scots to succeed from nurture through to life long learning, ensuring higher and more widely shared achievements
Healthier	Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care
Safer and Stronger	Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life
Greener	Improve Scotland's natural and built environment and the sustainable use and enjoyment of it



Scottish Government					National outcomes					Argyll and Bute																
Weather and	Fairer	Smarter	Healthier	Safer and Stronger	Greener	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Environment	Social Change	VC	FL	Organisational Development	
																					OE	VC	VC	FL	Organisational Development	
✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
✓	✓		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
✓				✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
✓							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓




## Our agreed outcomes

Each national outcome has been developed into a form that ‘tells a story’ for that outcome in the context of Argyll and Bute. They draw on the nationally agreed template, but with some modifications to improve the flow of information and to maintain the strategic focus of this agreement.

Each outcome is structured as follows:

- a statement of the national outcome
- a local ranking with a brief summary to explain the significance for Argyll and Bute
- key local outcomes and targets with detail of the CPP lead partner – these are the actions that local partners will deliver
- detail of topic areas where there is need for Scottish Government support
- each outcome is referenced so that there is an easy path to follow for further detail in plans owned by partners and partnerships
- references for the relevant national indicators and targets
- a named political lead from Argyll and Bute Council
- a named strategic management lead drawn from directors/senior managers across the community planning partnership

The local ranking system is a simple mechanism to flag up attention on the outcomes where we believe that there is greatest need for Scottish Government involvement. The outcomes are ranked using a system of exclamation marks as detailed below:

	<p>The most important where the future success of Argyll and Bute is critically dependent on support from the Scottish Government <b>(5 outcomes are in this category)</b></p>
	<p>This is important and requires some support from the Scottish Government, but there are significant local actions where CPP partners will make a difference <b>(6 outcomes are in this category)</b></p>
	<p>We are doing well on this outcome and the required actions are managed effectively by the local partners. Scottish Government support should continue at similar levels <b>(4 outcomes are in this category)</b></p>

Outcome references are detailed with prefixes as follows:


- SD – strategic delivery from Argyll and Bute Council corporate plan
- C – campaigning topics from Argyll and Bute Council corporate plan

XXXX if a national measure is difficult to get data for Argyll and Bute do we put proxies in the local list

XXXX how do we map this back to actions (from local partners and Scottish Government) – the IS template has space, but too small to really make effective links

XXXX if a local measure is similar to a national measure we will opt to use national measures. If there is any concern that a national measure might redirect action towards less optimal outcomes we will retain the local measure.

## National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe.


 <p>We need more investment in Argyll and Bute – especially from the private sector to reduce dependence on the public sector. The Scottish Government is an essential partner.</p>	
<p><b>Key local outcomes, indicators and targets</b></p>	<p><b>CPP lead partner</b></p> <p><b>Target</b></p>
SD3	<p>Development of an indicative forestry strategy to facilitate better design and management of forestry operations to bring environmental, commercial and employment benefits to Argyll and Bute.</p> <p>ABC</p> <p>October 2008</p>
SD7c	<p>Development of a long term vision to 2030 for the release of land around Helensburgh and Cardross to help sustain and grow those communities</p> <p>ABC</p> <p>April 2009</p>
SD8a	<p>Improvements to key sections of the roads network (STAG appraisals on a variety of schemes)</p> <p>ABC</p> <p>2008-2014</p>
SD9	<p>Development and delivery of agreed regeneration plans for each of the waterfront towns in Argyll and Bute.</p> <p>ABC</p> <p>December 2007</p>
SD10a	<p>Creation of a high quality image/brand to attract investment and people to the area.</p> <p>ABC</p> <p>2008</p>
<p><b>Campaigning topics – the areas where we need Scottish Government support</b></p>	
C1a	<p>Condition and extent of the trunk network</p>
C4b	<p>Tourism</p>
C5c	<p>Northern Ireland links</p>
C7b	<p>Jobs/careers</p>
<p><b>National indicators and targets</b></p>	
<p>1, 2, 3, 6 and 41</p>	

**Political Lead:** Cllr Robert Macintyre, [Robert.Macintyre@argyll-bute.gov.uk](mailto:Robert.Macintyre@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Ken Abernethy, Area Director, HIE Argyll and Islands, [k.abernethy@hient.co.uk](mailto:k.abernethy@hient.co.uk)

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

		Sustainable economic growth is essential to the future of Argyll and Bute's communities, especially those in more remote or fragile areas. Without this growth young people will continue to leave the area and communities continue the trend towards older population profile and decline.	
Key local outcomes, indicators and targets		CPP lead partner	Target
SD1a	Development of an energy strategy for Argyll and Bute to enable strategic management of renewable energy developments to maximise the contribution to national needs without compromising sensitive areas.	ABC	November 2008
SD3	Development of an indicative forestry strategy to facilitate better design and management of forestry operations to bring environmental, commercial and employment benefits to Argyll and Bute.	ABC	October 2008
SD5c	The Council will implement a proactive recruitment strategy to attract and support the development of high calibre candidates to posts at all levels in education.	ABC	August 2009
SD7a	Promote housing development to meet local needs through the Local Housing Strategy.	ABC	December 2009
SD7c	Development of a long term vision to 2030 for the release of land around Helensburgh and Cardross to help sustain and grow those communities	ABC	April 2009
SD8a	Improvements to key sections of the roads network (STAG appraisals on a variety of schemes)	ABC	2008-2014
SD8b	Improved facilities for public transport – including ferries	ABC	2010-2014
SD9	Development and delivery of agreed regeneration plans for each of the waterfront towns in Argyll and Bute.	ABC	December 2007
SD10b	Work with local producers to promote Argyll and Bute as an area that produces high quality food.	ABC	2008
SD11	Establishment of a corporate business change and improvement team to improve the experience of service users and improve the reputation of Argyll and Bute Council	ABC	June 2008
SD13a	Analysis of Council services and dialogue with partners locally on integration as part of the Shared Services Diagnostic Project.	ABC	June 2008
SD13b	Working with partners nationally on shared services to improve efficiency and employment prospects in Argyll and Bute.	ABC	Ongoing

SD14	Developing dialogue in rural areas on the means to boost the social economy as an important contributor to local service delivery	ABC	March 2008 and ongoing
<b>Campaigning topics – the areas where we need Scottish Government support</b>			
C1a	Condition and extent of the trunk network		
C1b	Funding to maintain and improve the rural road network		
C2a	Creation of a Kintyre and Islay Regional Power Zone		
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C3a	Rejuvenation of the main towns		
C3b	Agriculture, forestry, aquaculture and fishing		
C4a	Coastal and Marine National Park		
C4b	Tourism		
C5a	Fast frequent services and inter-island links		
C5b	Road Equivalent Tariff		
C5c	Northern Ireland links		
C7b	Jobs/careers		
C9	Supersparsity - Cost of service delivery		
<b>National indicators and targets</b>			
1, 2, 3, 5, 6, 7, 10, 13, 15, 27, 38 and 40			

**Political Lead:** Cllr Duncan MacIntyre, [Duncan.MacIntyre@argyll-bute.gov.uk](mailto:Duncan.MacIntyre@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Ken Abernethy, Area Director, HIE Argyll and Islands, [k.abernethy@hient.co.uk](mailto:k.abernethy@hient.co.uk)

<b>National Outcome 3 – We are better educated, more skilled and more successful, renowned for our research and innovation.</b>			
	Education performance is very good, but there is a need for support to translate that into local innovation and business growth. If this does not occur the well educated young people of Argyll and Bute will continue to leave and the difficulty of attracting inward migrants will continue. There has been local action to address the need for vocational skills, e.g. in construction, but more support would be useful.		
<b>Key local outcomes, indicators and targets</b>			
		<b>CPP lead partner</b>	<b>Target</b>
SD2	Introduction of modern waste management techniques to reduce waste going to landfill and improve recycling	ABC	March 2010
SD3	Development of an indicative forestry strategy to facilitate better design and management of forestry operations to bring environmental, commercial and employment benefits to Argyll and Bute.	ABC	October 2008
SD5b	Schools will be challenged and supported to ensure that, in HMIE inspection reports and following School Reviews evaluations will continue to improve.	ABC	June 2010 Minimum level Good and 75% will be Very Good
SD10b	Work local producers to promote Argyll and Bute as an area that produces high quality food.	ABC	2008
SD11	Establishment of a corporate business change and improvement team to improve the experience of service users and improve the reputation of Argyll and Bute Council	ABC	June 2008
SD12	Introduction of Pyramid performance management system and subsequent action focused on culture change	ABC	May 2009
SD13a	Analysis of Council services and dialogue with partners locally on integration as part of the Shared Services Diagnostic Project.	ABC	June 2008
SD14	Developing dialogue in rural areas on the means to boost the social economy as an important contributor to local service delivery	ABC	March 2008 and ongoing
<b>Campaigning topics – the areas where we need Scottish Government support</b>			
C2a	Creation of a Kintyre and Islay Regional Power Zone		



C3b	Agriculture, forestry, aquaculture and fishing		
C4c	Shared services		
C5a	Fast frequent services and inter-island links		
C7c	Vocational education		
National indicators and targets			
1, 2, 3, 5, 6, 7, 30, 32, 38, 41 and 43			

**Political Lead:** Cllr Isobel Strong, [Isobel.Strong@argyll-bute.gov.uk](mailto:Isobel.Strong@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Ken Abernethy, Area Director, HIE Argyll and Islands, [k.abernethy@hient.co.uk](mailto:k.abernethy@hient.co.uk)

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

! The education and personal development of young people in Argyll and Bute is something where we excel. The issue is that these young people leave the area to pursue their education and career opportunities.		CPP lead partner	Target
Key local outcomes, indicators and targets			
SD1b	Agreement of strategic concordats with renewable energy companies to deliver community benefits.	ABC	November 2008
SD4	Promoting the culture and heritage of Argyll and Bute under the Homecoming 2009 banner to raise the profile of Argyll and Bute and encourage more people to visit the area.	ABC	December 2009
SD5a	Investment in the school estate to improve, renew or dispose of facilities to create more effective environments for learning and teaching. (Refers to agreement of investment strategy.)	ABC	June 2008
SD5b	Schools will be challenged and supported to ensure that, in HMIE inspection reports and following School Reviews evaluations will continue to improve.	ABC	June 2010 Minimum level Good and 75% will be Very Good
SD14	Developing dialogue in rural areas on the means to boost the social economy as an important contributor to local service delivery	ABC	March 2008 and ongoing
Campaigning topics – the areas where we need Scottish Government support			
C3a	Rejuvenation of the main towns		
C7c	Vocational education		
C9	Supersparsity - Cost of service delivery		
National indicators and targets			
5, 6, 7, 8 and 12			

**Political Lead:** Cllr Isobel Strong, [Isobel.Strong@argyll-bute.gov.uk](mailto:Isobel.Strong@argyll-bute.gov.uk)


XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Douglas Hendry, Director, Argyll and Bute Council, [Douglas.Hendry@argyll-bute.gov.uk](mailto:Douglas.Hendry@argyll-bute.gov.uk)





## National Outcome 5 – Our children have the best start in life and are ready to succeed.


	This is an area where Argyll and Bute does very well already.		
Key local outcomes, indicators and targets			
		CPP lead partner	Target
SD5a	Investment in the school estate to improve, renew or dispose of facilities to create more effective environments for learning and teaching. (Refers to agreement of investment strategy.)	ABC	June 2008
SD5b	Schools will be challenged and supported to ensure that, in HMIE inspection reports and following School Reviews evaluations will continue to improve.	ABC	June 2010 Minimum level Good and 75% will be Very Good
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
Campaigning topics – the areas where we need Scottish Government support			
C5a	Fast frequent services and inter-island links		
C7a	Housing		
National indicators and targets			
7, 8, 9, 10, 11, 12, 14, 16 and 44			

**Political Lead:** Cllr Isobel Strong, [Isobel.Strong@argyll-bute.gov.uk](mailto:Isobel.Strong@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Douglas Hendry, Director, Argyll and Bute Council, [Douglas.Hendry@argyll-bute.gov.uk](mailto:Douglas.Hendry@argyll-bute.gov.uk)

## National Outcome 6 – We live longer, healthier lives.


	There are some significant challenges in this area, but in general the health of the population in Argyll and Bute is better than most areas of Scotland.		
Key local outcomes, indicators and targets			
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	CPP lead partner	December 2008
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
Campaigning topics – the areas where we need Scottish Government support			
C7a	Housing		
C10a	Rural deprivation		
C10b	Excluded groups		
National indicators and targets			
10, 11, 14, 15, 16, 17, 18, 19, 20, 21, 26, 29, 36, 37 and 44			

**Political Lead:** Cllr Donald McIntosh, [Donald.McIntosh@argyll-bute.gov.uk](mailto:Donald.McIntosh@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Derek Leslie, General Manager, Argyll and Bute CHP, [derek.leslie@nhs.net](mailto:derek.leslie@nhs.net)

## National Outcome 7 – We have tackled the significant inequalities in Scottish society.

	We have issues of dispersed rural deprivation and small concentrations in the urban centres, but nothing like the major conurbations.		
Key local outcomes, indicators and targets			
SD5b	Schools will be challenged and supported to ensure that, in HMIE inspection reports and following School Reviews evaluations will continue to improve.	ABC	June 2010 Minimum level Good and 75% will be Very Good
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
SD8b	Improved facilities for public transport – including ferries	ABC	2010-2014
<b>Campaigning topics – the areas where we need Scottish Government support</b>			
C5a	Fast frequent services and inter-island links		
C7a	Housing		
C9	Supersparsity - Cost of service delivery		
C10a	Rural deprivation		
C10b	Excluded groups		
National indicators and targets			
7, 8, 9, 10, 11, 12, 14, 15, 16, 21, 22, 28, 30, 31, 37 and 44			


**Political Lead:** Cllr George Freeman, [George.Freeman@argyll-bute.gov.uk](mailto:George.Freeman@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Douglas Hendry, Director, Argyll and Bute Council, [Douglas.Hendry@argyll-bute.gov.uk](mailto:Douglas.Hendry@argyll-bute.gov.uk)




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

	Deprivation and poverty are not the main issues in Argyll and Bute. There are some challenges that need Scottish Government support – especially where we have to deliver services in remote and rural communities.		
Key local outcomes, indicators and targets			
SD5b	Schools will be challenged and supported to ensure that, in HMIE inspection reports and following School Reviews evaluations will continue to improve.	CPP lead partner ABC	June 2010  Minimum level Good and 75% will be Very Good
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
Campaigning topics – the areas where we need Scottish Government support			
C7a	Housing		
C7b	Jobs/careers		
C10a	Rural deprivation		
C10b	Excluded groups		
National indicators and targets			
2, 7, 8, 9, 10, 12, 16, 17, 18, 22, 29, 30, 37, 43 and 44			

**Political Lead:** Cllr Donald McIntosh, [Donald.McIntosh@argyll-bute.gov.uk](mailto:Donald.McIntosh@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Douglas Hendry, Director, Argyll and Bute Council, [Douglas.Hendry@argyll-bute.gov.uk](mailto:Douglas.Hendry@argyll-bute.gov.uk)


<b>National Outcome 9 – We live our lives safe from crime, disorder and danger.</b>			
	Argyll and Bute is a safe place to live. There are relatively minor problems in some of the urban centres, usually related to alcohol.		
<b>Key local outcomes, indicators and targets</b>		<b>CPP lead partner</b>	<b>Target</b>
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
<b>Campaigning topics – the areas where we need Scottish Government support</b>			
C3a	Rejuvenation of the main towns		
C10b	Excluded groups		
<b>National indicators and targets</b>			
9, 10, 16, 18, 23, 24, 25, 28, 29, 31 and 43			

**Political Lead:** Cllr George Freeman, [George.Freeman@argyll-bute.gov.uk](mailto:George.Freeman@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Raymond Park, Superintendent, Strathclyde Police, [Raymond.Park@strathclyde.pnn.police.uk](mailto:Raymond.Park@strathclyde.pnn.police.uk)

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

		This is a high priority because of the need for significant investment in: the main towns of Argyll and Bute; transportation infrastructure; and improved provision of services to remote and fragile communities	
Key local outcomes, indicators and targets		CPP lead partner	Target
SD1b	Agreement of strategic concordats with renewable energy companies to deliver community benefits.	ABC	November 2008
SD2	Introduction of modern waste management techniques to reduce waste going to landfill and improve recycling	ABC	March 2010
SD5b	Schools will be challenged and supported to ensure that, in HMIE inspection reports and following School Reviews evaluations will continue to improve.	ABC	June 2010  Minimum level Good and 75% will be Very Good
SD7a	Promote housing development to meet local needs through the Local Housing Strategy.	ABC	December 2009
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
SD7c	Development of a long term vision to 2030 for the release of land around Helensburgh and Cardross to help sustain and grow those communities	ABC	April 2009
SD8a	Improvements to key sections of the roads network (STAG appraisals on a variety of schemes)	ABC	2008-2014
SD8b	Improved facilities for public transport – including ferries	ABC	2010-2014
SD9	Development and delivery of agreed regeneration plans for each of the waterfront towns in Argyll and Bute.	ABC	December 2007
SD11	Establishment of a corporate business change and improvement team to improve the experience of service users and improve the reputation of Argyll and Bute Council	ABC	June 2008




SD12	Introduction of Pyramid performance management system and subsequent action focused on culture change	ABC	May 2009
SD13a	Analysis of Council services and dialogue with partners locally on integration as part of the Shared Services Diagnostic Project.	ABC	June 2008
SD14	Developing dialogue in rural areas on the means to boost the social economy as an important contributor to local service delivery	ABC	March 2008 and ongoing
<b>Campaigning topics – the areas where we need Scottish Government support</b>			
C1a	Condition and extent of the trunk network		
C1b	Funding to maintain and improve the rural road network		
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C3a	Rejuvenation of the main towns		
C5a	Fast frequent services and inter-island links		
C5b	Road Equivalent Tariff		
C6	Access to services and support for key/iconic services		
C7a	Housing		
C7b	Jobs/careers		
C7c	Vocational education		
C8a	Joint working		
C9	Supersparsity - Cost of service delivery		
C10a	Rural deprivation		
C10b	Excluded groups		
<b>National indicators and targets</b>			
4, 6, 13, 19, 20, 21, 22, 26, 27, 28, 32, 34, 36, 37, 42, 43, 44 and 45			

**Political Lead:** Cllr Len Scoullar, [Len.Scoullar@argyll-bute.gov.uk](mailto:Len.Scoullar@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** George Harper, Director, Argyll and Bute Council, [George.Harper@argyll-bute.gov.uk](mailto:George.Harper@argyll-bute.gov.uk)

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


	Out-migration of young people and in migration of older people is gradually weakening our traditionally strong communities. Investment to promote in-migration by young people is essential to the long term sustainable future of Argyll and Bute's communities.		
<b>Key local outcomes, indicators and targets</b>		<b>CPP lead partner</b>	<b>Target</b>
SD1b	Agreement of strategic concordats with renewable energy companies to deliver community benefits.	ABC	November 2008
SD7c	Development of a long term vision to 2030 for the release of land around Helensburgh and Cardross to help sustain and grow those communities	ABC	April 2009
SD8a	Improvements to key sections of the roads network (STAG appraisals on a variety of schemes)	ABC	2008-2014
SD9	Development and delivery of agreed regeneration plans for each of the waterfront towns in Argyll and Bute.	ABC	December 2007
SD10a	Creation of a high quality image/brand to attract investment and people to the area.	ABC	2008
SD11	Establishment of a corporate business change and improvement team to improve the experience of service users and improve the reputation of Argyll and Bute Council	ABC	June 2008
SD14	Developing dialogue in rural areas on the means to boost the social economy as an important contributor to local service delivery	ABC	March 2008 and ongoing
<b>Campaigning topics – the areas where we need Scottish Government support</b>			
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C3a	Rejuvenation of the main towns		
C5a	Fast frequent services and inter-island links		
C6	Access to services and support for key/iconic services		
C10a	Rural deprivation		
C10b	Excluded groups		
<b>National indicators and targets</b>			
7, 10, 13, 15, 18, 20, 21, 22, 23, 24, 26, 28, 29, 31, 32, 33, 34, 35, 36, 39 and 41			

**Political Lead:** Cllr George Freeman, [George.Freeman@argyll-bute.gov.uk](mailto:George.Freeman@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Raymond Park, Superintendent, Strathclyde Police, [Raymond.Park@strathclyde.pnn.police.uk](mailto:Raymond.Park@strathclyde.pnn.police.uk)

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

 This is a <b>!!</b> , but reflects a mixed picture. There is a significant need for investment in the main towns of Argyll and Bute ( <b>!!!</b> ) to improve the fabric and infrastructure to make them more attractive places to live, work and visit. The natural environment is generally well regarded and protected (!) with some help required to promote the area sensitively to encourage visits from 'high value' tourists – i.e. promoting Argyll and Bute as a quality destination		CPP lead partner	Target
Key local outcomes, indicators and targets			
SD1a	Development of an energy strategy for Argyll and Bute to enable strategic management of renewable energy developments to maximise the contribution to national needs without compromising sensitive areas.	ABC	November 2008
SD1b	Agreement of strategic concordats with renewable energy companies to deliver community benefits.	ABC	November 2008
SD2	Introduction of modern waste management techniques to reduce waste going to landfill and improve recycling	ABC	March 2010
SD3	Development of an indicative forestry strategy to facilitate better design and management of forestry operations to bring environmental, commercial and employment benefits to Argyll and Bute.	ABC	October 2008
SD4	Promoting the culture and heritage of Argyll and Bute under the Homecoming 2009 banner to raise the profile of Argyll and Bute and encourage more people to visit the area.	ABC	December 2009
SD7a	Promote housing development to meet local needs through the Local Housing Strategy.	ABC	December 2009
SD7c	Development of a long term vision to 2030 for the release of land around Helensburgh and Cardross to help sustain and grow those communities	ABC	April 2009
SD9	Development and delivery of agreed regeneration plans for each of the waterfront towns in Argyll and Bute.	ABC	December 2007
SD10a	Creation of a high quality image/brand to attract investment and people to the area.	ABC	2008
Campaigning topics – the areas where we need Scottish Government support			
C2a	Creation of a Kintyre and Islay Regional Power Zone		
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C3a	Rejuvenation of the main towns		


C3b	Agriculture, forestry, aquaculture and fishing		
C4a	Coastal and Marine National Park		
C4b	Tourism		
C5b	Road Equivalent Tariff		
C7a	Housing		
<b>National indicators and targets</b>			
4, 27, 28, 33, 34, 35, 37, 38, 39, 40 and 41			

**Political Lead:** Cllr Robert Macintyre, [Robert.Macintyre@argyll-bute.gov.uk](mailto:Robert.Macintyre@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED


**Strategic Management Lead:** Andrew Campbell, Area Manager, Scottish Natural Heritage, [Andrew.Campbell@snh.gov.uk](mailto:Andrew.Campbell@snh.gov.uk)

**National Outcome 13 – We take pride in a strong, fair and inclusive national identity.**

	There is a very strong sense of local identity and pride in Argyll and Bute. There is a need to be more proactive about promoting the significant role that Argyll and Bute has played in Scotland's history and the contribution that can be made in future.		
<b>Key local outcomes, indicators and targets</b>		<b>CPP lead partner</b>	<b>Target</b>
SD4	Promoting the culture and heritage of Argyll and Bute under the Homecoming 2009 banner to raise the profile of Argyll and Bute and encourage more people to visit the area.	ABC	December 2009
SD10a	Creation of a high quality image/brand to attract investment and people to the area.	ABC	2008
<b>Campaigning topics – the areas where we need Scottish Government support</b>			
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C4a	Coastal and Marine National Park		
C4b	Tourism		
<b>National indicators and targets</b>			
1, 13, 23, 24, 28, 33, 34, 37 and 41			

**Political Lead:** Cllr Robert Macintyre, [Robert.Macintyre@argyll-bute.gov.uk](mailto:Robert.Macintyre@argyll-bute.gov.uk)  
 XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED  
**Strategic Management Lead:** XXXXname, XXXXposition, XXXXorganisation, xxx.yyy@zzz.uk

## National Outcome 14 – We reduce the local and global environmental impact of our consumption and production.

		Targeted investment by the Scottish Government can catalyse the development of significant capacity to generate renewable energy to reduce the climate change impact of Scotland. Effective management of this can provide long term employment and income to support rural communities like those in Argyll and Bute.	
Key local outcomes, indicators and targets		CPP lead partner	Target
SD1a	Development of an energy strategy for Argyll and Bute to enable strategic management of renewable energy developments to maximise the contribution to national needs without compromising sensitive areas.	ABC	November 2008
SD2	Introduction of modern waste management techniques to reduce waste going to landfill and improve recycling	ABC	March 2010
SD3	Development of an indicative forestry strategy to facilitate better design and management of forestry operations to bring environmental, commercial and employment benefits to Argyll and Bute.	ABC	October 2008
SD4	Promoting the culture and heritage of Argyll and Bute under the Homecoming 2009 banner to raise the profile of Argyll and Bute and encourage more people to visit the area.	ABC	December 2009
SD8b	Improved facilities for public transport – including ferries	ABC	2010-2014
SD10b	Work local producers to promote Argyll and Bute as an area that produces high quality food.	ABC	2008
<b>Campaigning topics – the areas where we need Scottish Government support</b>			
C2a	Creation of a Kintyre and Islay Regional Power Zone		
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C3b	Agriculture, forestry, aquaculture and fishing		
C4a	Coastal and Marine National Park		
C4b	Tourism		
<b>National indicators and targets</b>			
4, 6, 27, 32, 33, 35, 36, 38, 39 and 40			


**Political Lead:** Cllr Robert Macintyre, [Robert.Macintyre@argyll-bute.gov.uk](mailto:Robert.Macintyre@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Andy Law, Director, Argyll and Bute Council, [Andrew.Law@argyll-bute.gov.uk](mailto:Andrew.Law@argyll-bute.gov.uk)



## National Outcome 15 – Our public services are high quality, continually improving, efficient and responsive to local people's needs.

 <p>The public sector is the main employer in the Argyll and Bute economy. The different partners are working to improving efficiency and effectiveness. There is a role for the Scottish Government to ensure that national efficiency measures do not draw jobs away from remote and rural areas. Job migration like this can have a disproportionate effect on rural communities.</p>		CPP lead partner	Target
Key local outcomes, indicators and targets			
SD2	Introduction of modern waste management techniques to reduce waste going to landfill and improve recycling	ABC	March 2010
SD5a	Investment in the school estate to improve, renew or dispose of facilities to create more effective environments for learning and teaching. (Refers to agreement of investment strategy.)	ABC	June 2008
SD5c	The Council will implement a proactive recruitment strategy to attract and support the development of high calibre candidates to posts at all levels in education.	ABC	August 2009
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
SD7a	Promote housing development to meet local needs through the Local Housing Strategy.	ABC	December 2009
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
SD8b	Improved facilities for public transport – including ferries	ABC	2010-2014
SD9	Development and delivery of agreed regeneration plans for each of the waterfront towns in Argyll and Bute.	ABC	December 2007
SD11	Establishment of a corporate business change and improvement team to improve the experience of service users and improve the reputation of Argyll and Bute Council	ABC	June 2008
SD12	Introduction of Pyramid performance management system and subsequent action focused on culture change	ABC	May 2009
SD13a	Analysis of Council services and dialogue with partners locally on integration as part of the Shared Services Diagnostic Project.	ABC	June 2008
SD13b	Working with partners nationally on shared services to improve efficiency and employment prospects in Argyll and Bute.	ABC	Ongoing

SD14	Developing dialogue in rural areas on the means to boost the social economy as an important contributor to local service delivery	ABC	March 2008 and ongoing
<b>Campaigning topics – the areas where we need Scottish Government support</b>			
C1b	Funding to maintain and improve the rural road network		
C4c	Shared services		
C6	Access to services and support for key/iconic services		
C8a	Joint working		
C8b	Efficiencies and economies of scale		
C9	Supersparsity - Cost of service delivery		
<b>National indicators and targets</b>			
4, 7, 8, 9, 11, 12, 16, 19, 20, 21, 22, 24, 25, 26, 32, 36, 39, 41, 42, 43, 44 and 45			

**Political Lead:** Cllr James Robb, [James.Robb@argyll-bute.gov.uk](mailto:James.Robb@argyll-bute.gov.uk)

XXXX THESE ARE SUGGESTIONS - TO BE CONFIRMED

**Strategic Management Lead:** Nigel Stewart, Director, Argyll and Bute Council, [Nigel.Stewart@argyll-bute.gov.uk](mailto:Nigel.Stewart@argyll-bute.gov.uk)

***The Fairer Argyll and Bute Plan***

XXXX detail of how the Fairer Scotland Fund stuff links in – do we have a cross reference to the main templates or a separate table?

XXXX Eileen and Susan working on this

XXXX in effect have the 4 page summary here (tweaked to fit) so that there is consistency with what we send to the Scottish Government

XXXX include the stuff that Jeannie Holles has been doing on deprivation

XXXX create separate FAB Plan with, in effect, executive summary in here

***What the Scottish Government is delivering for Argyll and Bute***

XXXX link with campaigning priorities? Anything else?

## Governance and delivery

High level strategic outcomes are not normally clearly linked to a single output from a single service provider. Many organisations and individuals contribute to an outcome and the relationship between cause and effect is not necessarily obvious. The relationship between service outputs and progress on outcomes sometimes takes awhile to become apparent – there is a need to build a credible ‘story’ over time to demonstrate that actions have affected outcomes.

The ‘fuzziness’ between the outputs of different providers and the outcomes can also mask areas where an output has no effect – i.e. where an activity has to stop or change to ensure that actions are directed towards strategic outcomes. People who are responsible for service delivery can be held accountable for their service output, but should not be held accountable for failure to change an outcome – the responsibility is shared across many people and many organisations.

The strategic overview and accountability in Argyll and Bute is maintained through nominated political and strategic management leads for each outcome.

The political leads ensure that there is democratic oversight and accountability for each outcome. The strategic management leads are senior directors/managers from different community planning partners who have been given the authority to bring together the relevant organisations to review progress and highlight areas where outputs have to change to ensure that there is effective progress towards the national outcomes.

These people will keep attention focused on the shared long term goal. They help to prevent the tendency of organisations to focus on their own outputs because that is what is within their control.

**XXXX THE POLITICAL AND STRATEGIC MANAGEMENT LEADS ARE SUGGESTIONS – THEY HAVEN'T BEEN CONFIRMED AT THIS STAGE**

Political leads			
Councillor	Spokesperson for	Remit	National outcomes
Dick Walsh (leader)	Leadership and Organisational Development	Development and operation of the Council, performance, improvement and resources, local government and the public sector generally, corporate and strategic planning, best value, efficient government and shared services, Community Planning, democratic processes, leadership, equal opportunities, public sector reform, customer first	Strategic overview of all outcomes

Political leads			
Councillor	Spokesperson for	Remit	National outcomes
Cllr Robert MacIntyre (depute leader)	Economy, Environment and Rural Affairs	Strategic regeneration, economy, business and industry, vocational training, tourism, environment and sustainable development, natural heritage, planning and building standards, energy, agriculture, forest, fisheries	1, 12, 13 and 14
Isobel Strong	Education and Lifelong Learning	School, pre-school, young people and lifelong learning	3, 4 and 5
Donald McIntosh	Social Services	Social Services, Community Health and wellbeing, arts, culture, leisure and sport	6 and 8
George Freeman	Housing and Communities	Housing, poverty, local area regeneration, voluntary sector	7, 9 and 11
Duncan MacIntyre	Transport and Infrastructure	Roads, transport and infrastructure	2
Len Scoullar	Islands	Development, sustaining communities, Initiative at the Edge, national and international island issues	10
James Robb	21 <sup>st</sup> Century	Information and communication technology, procurement	15

The relevant strategic management leads are detailed below.

Strategic management leads		
Name	Position	Organisation
James McLellan	Chief Executive	Argyll and Bute Council
Ken Abernethy	Area Director	HIE Argyll and Islands
Douglas Hendry	Director	Argyll and Bute Council
Derek Leslie	General Manager	Argyll and Bute Community Health Partnership (CHP)
Raymond Park	Superintendent	Strathclyde Police
George Harper	Director	Argyll and Bute Council
Andrew Campbell	Area Manager	Scottish Natural Heritage
		Strategic overview of all outcomes
		1, 2 and 3
		4, 5, 7 and 8
		9 and 11
		10
		12

Version 7

Strategic management leads			National outcomes
Name	Position	Organisation	
Andy Law	Director	Argyll and Bute Council	14
Nigel Stewart	Director	Argyll and Bute Council	15

XXXX national outcome 13 does not have a strategic management lead

XXXX performance management description here to highlight how the 'credible story' will develop over time

### Stakeholder involvement

XXXX key stakeholders from a CPP perspective are NHS, Fire, Police, HIE, SED?, Forestry Commission, SNH, SPT/HITRANS, VisitScotland?, vol sector? (but they're not organised – hence our main actions in FSF for future years??), RSLs (do we refer to local housing strategy or Housing and Communities Group?)

XXXX evidence of community views being covered

Historically, the Council has ensured stakeholder involvement in Community Planning, the Corporate Plan and now with the Single Outcome Agreement.

The Community Planning Partnership gathers views from the Citizens Panel to help shape plans and policies. The Panel of 1200 citizens is demographically representative of the population of Argyll and Bute. In the Community Planning Partnership the key stakeholders are NHS Highland / Argyll and Bute Community Health Partnership, Strathclyde Fire and Rescue, Strathclyde Police, Highlands and Islands Enterprise, Scottish Enterprise - West Central Scotland, Forestry Commission, Scottish Natural Heritage, Strathclyde Passenger Transport / HITRANS, Visit Scotland, and the voluntary sector.

A challenge for the Community Planning Partnership is involving a voluntary sector that is not organised and our Fairer Argyll and Bute (FAB) action plan reflects the need to tackle this. Empowering community councils is likely to be part of this.

There was considerable stakeholder involvement in the development process for the Council's Corporate Plan that was published in September 2007. This is outlined below:



Prior to the local government elections in May 2007, preparatory work was undertaken including:

- Scenario planning and discussion on lobbying topics
- Review of previous corporate plan
- Monitoring of Best Value Improvement and Development Plan
- Information from the Citizens Panel in relation to the community plan.

Following this, a series of consultation meetings to review plans, discuss topics and make links, were held with:

- Elected Members (at induction, full Council and Area Committees, and with Spokespersons)
- Community Planning biennial conference
- Council Heads of Service and Area Managers
- Citizens Panel focus groups.

We have developed the Single Outcome Agreement by involving local community planning partners, elected Members, and senior officers. We have also considered the approaches recommended by CoSLA and the Scottish Government.

Future stakeholder involvement will be carried out at all three Community Planning Partnership meetings during 2008 followed by the biennial conference in spring 2009.

The Single Outcome Agreement will be monitored using the Council's Pyramid performance management system.

## Performance management

XXXXX Brian – extract info from note I drafted for James re strategic leads and the 15 x 45

National indicators and targets		Data source	Frequency	Last update	Scottish baseline	Scottish target	Argyll and Bute baseline	Argyll and Bute target
1	At least halve the gap in total research and development spending compared with EU average by 2011							
2	Increase the business start up rate							

National indicators and targets		Data source	Frequency	Last update	Scottish baseline	Scottish target	Argyll and Bute baseline	Argyll and Bute target
3	Grow exports at a faster rate than average GDP							
4	Reduce the proportion of driver journeys delayed due to traffic congestion							
5	Increase the percentage of Scottish domiciled graduates from Scottish Higher Education Institutions in positive destinations							
6	Improve knowledge transfer from research activity in universities							
7	Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)							
8	Increase the proportion of schools receiving positive inspection reports							
9	Increase the overall proportion of area child protection committees receiving positive inspection reports							
10	Decrease the proportion of individuals living in poverty							
11	60% of school children in primary 1 will have no signs of dental disease by 2010							
12	Increase the proportion of pre-school centres receiving positive inspection reports							
13	Increase the social economy turnover							
14	Reduce the rate of increase in the proportion of children with their Body Mass Index outwith a healthy range by 2018							



National indicators and targets		Data source	Frequency	Last update	Scottish baseline	Scottish target	Argyll and Bute baseline	Argyll and Bute target
15	Increase the average score of adults on the Warwick-Edinburgh Mental Wellbeing Scale by 2011							
16	Increase healthy life expectancy at birth in the most deprived areas							
17	Reduce the percentage of the adult population who smoke to 22% of adults by 2010							
18	Reduce alcohol related hospital admissions by 2011							
19	Achieve annual milestones for reducing inpatient or day case waiting times culminating in the delivery of an 18 week referral to treatment time from December 2011							
20	Reduce proportion of people aged 65 and over admitted as emergency inpatients 2 or more times in a single year							
21	Reduce mortality from coronary heart disease among the under 75s in deprived areas							
22	All unintentionally homeless households will be entitled to settled accommodation by 2012							
23	Reduce overall conviction rates by 2 percentage points by 2011							
24	Reduce overall crime victimisation rates by 2 percentage points by 2011							
25	Increase the percentage of criminal cases dealt with within 26 weeks by 3 percentage points by 2011							

National indicators and targets		Data source	Frequency	Last update	Scottish baseline	Scottish target	Argyll and Bute baseline	Argyll and Bute target
26	Increase the percentage of people aged 65 and over with high levels of care needs who area cared for at home							
27	Increase the rate of new house building							
28	Increase the percentage of adults who rate their neighbourhood as a good place to live							
29	Decrease the estimated number of problem drug users in Scotland by 2011							
30	Reduce number of working age people with severe literacy and numeracy problems							
31	Increase positive public perception of the general crime rate in local area							
32	Reduce overall ecological footprint							
33	Increase to 95% the proportion of protected nature sites in favourable condition							
34	Improve the state of Scotland's historic buildings, monuments and environment							
35	Biodiversity: increase the index of abundance of terrestrial breeding birds							
36	Increase the proportion of journeys to work made by public or active transport							
37	Increase the proportion of adults making one or more visits to the outdoors per week							
38	50% of electricity generated in Scotland to come from renewable sources by 2020 (interim target of 31% by 2011)							
39	Reduce to 1.32 million tonnes waste sent to landfill by 2010							

National indicators and targets		Data source	Frequency	Last update	Scottish baseline	Scottish target	Argyll and Bute baseline	Argyll and Bute target
40	Increase to 70% key commercial fish stocks at full reproductive capacity and harvested sustainably by 2015							
41	Improve people's perceptions, attitudes and awareness of Scotland's reputation							
42	Improve public sector efficiency through the generation of 2% cash releasing savings per annum							
43	Improve people's perceptions of the quality of public services delivered							
44	Improve the quality of healthcare experience							
45	Reduce the number of Scottish public bodies by 25% by 2011							

## Reference materials

**The information in this section provides more detail to expand on information in the main document.**

Relationship between the national objectives and national indicators and targets	
Argyll and Bute Council – summary of corporate plan links to the 15 national outcomes	
Argyll and Bute Community Health Partnership (CHP) – HEAT target connections to the 15 national outcomes	
SPT – alignment of regional transport strategy indicators to the 15 national outcomes	

## Relationship between the national objectives and national indicators and targets

The matrix below highlights where we believe there are significant links between the 15 national outcomes and 45 indicators and targets.

National indicators and targets	National Outcomes														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<p><i>Intersections marked with a “+” are taken from the Improvement Service analysis (ref e-mail from Gavin Whitefield – forwarded by James 19 December 2007)</i></p> <p>1 At least halve the gap in total research and development spending compared with EU average by 2011</p>	✓	✓	✓												
	We live in a Scotland that is the most attractive place for doing business in Europe.	We realise our full economic potential with more and better employment opportunities for our people.	We are better educated, more skilled and more successful, renowned for our research and innovation.	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	Our children have the best start in life and are ready to succeed.	We live longer, healthier lives.	We have tackled the significant inequalities in Scottish society.	We have improved the life chances for children, young people and families at risk.	We live our lives safe from crime, disorder and danger.	We live in well-designed, sustainable places where we are able to access the amenities and services we need.	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	We value and enjoy our built and natural environment and protect it and enhance it for future generations.	We take pride in a strong, fair and inclusive national identity.	We reduce the local and global environmental impact of our consumption and production.	Our public services are high quality, continually improving, efficient and responsive to local people’s needs.

National indicators and targets		National Outcomes															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
<i>Intersections marked with a "+" are taken from the Improvement Service analysis (ref e-mail from Gavin Whitefield – forwarded by James 19 December 2007)</i>																	
2	Increase the business start up rate	✓	✓	✓													
3	Grow exports at a faster rate than average GDP	✓	✓														
4	Reduce the proportion of driver journeys delayed due to traffic congestion											✓			✓		✓
5	Increase the percentage of Scottish domiciled graduates from Scottish Higher Education Institutions in positive destinations		✓	✓	✓												
6	Improve knowledge transfer from research activity in universities	✓	✓	✓	✓						✓				✓		
7	Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)		✓	✓	✓	✓						✓					✓
8	Increase the proportion of schools receiving positive inspection reports				✓	✓					✓						✓
9	Increase the overall proportion of area child protection committees receiving positive inspection reports					✓					✓						✓
10	Decrease the proportion of individuals living in poverty		✓			✓					✓						
11	60% of school children in primary 1 will have no signs of dental disease by 2010					✓					✓						✓
12	Increase the proportion of pre-school centres receiving positive inspection reports				✓	✓					✓						✓
13	Increase the social economy turnover		✓								✓				✓		
14	Reduce the rate of increase in the proportion of children with their Body Mass Index outwith a healthy range by 2018					✓											
15	Increase the average score of adults on the Warwick-Edinburgh Mental Wellbeing Scale by 2011		✓												✓		
16	Increase healthy life expectancy at birth in the most deprived areas					✓									✓		✓

National indicators and targets		National Outcomes															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
<i>Intersections marked with a "+" are taken from the Improvement Service analysis (ref e-mail from Gavin Whitefield – forwarded by James 19 December 2007)</i>																	
17	Reduce the percentage of the adult population who smoke to 22% of adults by 2010					✓		✓									
18	Reduce alcohol related hospital admissions by 2011					✓		✓				✓					
19	Achieve annual milestones for reducing inpatient or day case waiting times culminating in the delivery of an 18 week referral to treatment time from December 2011					✓				✓							✓
20	Reduce proportion of people aged 65 and over admitted as emergency inpatients 2 or more times in a single year					✓				✓							✓
21	Reduce mortality from coronary heart disease among the under 75s in deprived areas					✓		✓				✓					✓
22	All unintentionally homeless households will be entitled to settled accommodation by 2012							✓			✓						✓
23	Reduce overall conviction rates by 2 percentage points by 2011									✓				✓			
24	Reduce overall crime victimisation rates by 2 percentage points by 2011									✓				✓			✓
25	Increase the percentage of criminal cases dealt with within 26 weeks by 3 percentage points by 2011									✓							✓
26	Increase the percentage of people aged 65 and over with high levels of care needs who area cared for at home					✓					✓						✓
27	Increase the rate of new house building		✓									✓			✓		
28	Increase the percentage of adults who rate their neighbourhood as a good place to live						✓				✓		✓				
29	Decrease the estimated number of problem drug users in Scotland by 2011					✓					✓						
30	Reduce number of working age people with severe literacy and numeracy problems			✓			✓										
31	Increase positive public perception of the general crime rate in local area						✓				✓						

National indicators and targets		National Outcomes														
<i>Intersections marked with a "+" are taken from the Improvement Service analysis (ref e-mail from Gavin Whitefield – forwarded by James 19 December 2007)</i>		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
32	Reduce overall ecological footprint		✓								✓	✓			✓	✓
33	Increase to 95% the proportion of protected nature sites in favourable condition											✓	✓	✓	✓	
34	Improve the state of Scotland's historic buildings, monuments and environment										✓	✓	✓	✓		
35	Biodiversity: increase the index of abundance of terrestrial breeding birds											✓	✓		✓	
36	Increase the proportion of journeys to work made by public or active transport					✓					✓	✓		✓	✓	✓
37	Increase the proportion of adults making one or more visits to the outdoors per week					✓			✓		✓		✓	✓		
38	50% of electricity generated in Scotland to come from renewable sources by 2020 (interim target of 31% by 2011)		✓										✓		✓	
39	Reduce to 1.32 million tonnes waste sent to landfill by 2010											✓	✓		✓	✓
40	Increase to 70% key commercial fish stocks at full reproductive capacity and harvested sustainably by 2015		✓										✓		✓	
41	Improve people's perceptions, attitudes and awareness of Scotland's reputation	✓										✓	✓	✓		✓
42	Improve public sector efficiency through the generation of 2% cash releasing savings per annum										✓					✓
43	Improve people's perceptions of the quality of public services delivered								✓		✓					✓
44	Improve the quality of healthcare experience					✓		✓	✓		✓					✓
45	Reduce the number of Scottish public bodies by 25% by 2011										✓					✓

XXXX the ticks marking links here must be consistent with the templates for each national outcome template. We can use this as a cross reference to ensure we have all aspects covered.



## Argyll and Bute Council – corporate plan connections

Argyll and Bute Council corporate plan – strategic delivery topics		National Outcomes																	
Strategic delivery (topic)		Sub topic	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
OE - environment	SD1 Renewables – bringing community benefits	Energy strategy to promote development of renewables without compromising sensitive areas		✓										✓		✓			
		Strategic concordats to deliver community benefits				✓						✓		✓					
	SD2 Waste management	Introduction of modern techniques to reduce landfill and improve recycling			✓							✓		✓		✓		✓	
		Development of forestry strategy to bring improved commercial and environmental benefits from forestry	✓	✓											✓				
	SD4 Homecoming 2009	Prioritising cultural and heritage activities				✓									✓				
VC – social change	SD5 Education – making what's good, better	Investment in the school estate				✓										✓		✓	
		Improve the evaluation ratings of all schools			✓						✓								
		Recruitment – attracting good candidates and providing good CPD opportunities		✓															✓
	SD6 Social work – better outcomes for people	Implement improvement plan from social work review and SWIA inspection					✓				✓								✓
		Use local Housing Strategy to promote housing development to meet local needs	✓	✓									✓		✓				✓
	SD7 Housing – more homes, less homelessness	Eradication of homelessness by 2012					✓				✓								✓
		Develop long term vision for the release of land around Helensburgh and Cardross	✓	✓									✓		✓				

Argyll and Bute Council corporate plan – strategic delivery topics		National Outcomes															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
VC – economy	Strategic delivery (topic)	Sub topic															
	SD8	Transport – improving access to the area	Improvements to key parts of the roads network	✓						✓							
			Improved facilities for public transport – including ferries	✓				✓							✓		
	SD9	Waterfront and town centre regeneration	Development and delivery of agreed regeneration plans for each of the waterfront towns in Argyll and Bute	✓						✓		✓				✓	
	SD10	Marketing Argyll and Bute	High quality image/brand to attract investment and people to the area	✓								✓					
			Initial focus on food producers												✓		
	SD11	Business change and improvement	Establishment of a corporate business change and improvement team	✓							✓					✓	
	SD12	Performance culture	Introduction of Pyramid performance management system and subsequent action focused on culture change								✓						✓
	SD13	Shared and integrated services	Dialogue with local partners	✓							✓						✓
			National links	✓													✓
	SD14	Developing the third sector	Developing discussion and dialogue on the means to boost the social economy as an important contributor to local service delivery	✓							✓						✓
	FL – organisational development																





# Argyll and Bute Community Health Partnership (CHP) – HEAT target connections

The HEAT Targets and Local Delivery Plans set out NHS Scotland’s contribution towards meeting the government’s targets and outcomes. The 30 HEAT targets are categorised under four headings:

- **Health Improvement** for the people of Scotland – improving life expectancy and healthy life expectancy
- **Efficiency and Governance Improvements** – continually improve the efficiency and effectiveness of the NHS
- **Access to Services** – recognising patients’ need for quicker and easier use of NHS services
- **Treatment Appropriate to Individuals** - ensure patients receive high quality services that meet their needs

Each HEAT target has associated key performance measures and “delivery trajectories” that set out what has been agreed between the Scottish Government and the NHS Health Boards. Each health Board then applies specific targets for each HEAT target to each of the CHPs operating in the Health Board area.

XXXX THE ASSESSMENT BELOW IS A DRAFT – AWAITING COMMENT FROM STEPHEN WHISTON

Argyll and Bute CHP – HEAT targets		National Outcomes																
		KPI	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Health improvement	H1	Reduce mortality from Coronary Heart Disease among the under 75s in deprived areas.						✓	✓									
	H2	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.					✓	✓	✓									
	H3	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.					✓	✓										
	H4	Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.						✓	✓	✓								

Argyll and Bute CHP – HEAT targets		National Outcomes																
		KPI	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
HEAT target																		
H5	Reduce suicide rate between 2002 and 2013 by 20%, supported by 50% of key frontline staff in mental health and substance misuse services, primary care, and accident and emergency being educated and trained in using suicide assessment tools/ suicide prevention training programmes by 2010.						✓					✓						
H6	Through smoking cessation services, support 8% of your Board's smoking population in successfully quitting (at one month post quit) over the period 2008/2009 – 2010/2011.						✓											
H7	Increase the proportion of new-born children exclusively breastfed at 6-8 weeks from 26.6% in 2006/2007 to 33.3% in 2010/2011.						✓					✓						
E1	Universal utilisation of CHI																	✓
E2	NHS Boards to achieve a sickness absence rate of 4% from 31 March 2009.																	✓
E3	NHS boards to ensure that all employees covered by Agenda for Change have an agreed KSF personal development plan by March 2009.																	✓
E4	NHS Boards to deliver agreed improved efficiencies for 1 <sup>st</sup> outpatient attendance DNA, non-routine inpatient average length of stay, review to new outpatient attendance ratio and day case rate by March 2011.																	✓
E5	NHS boards to operate within their agreed revenue resource limit; operate within their capital resource limit; meet their cash requirement.																	✓
E6	NHS boards to meet their cash efficiency target.																	✓

Efficiency and governance improvements

Argyll and Bute CHP – HEAT targets		National Outcomes																		
		KPI	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15			
	<i>HEAT target</i>																			
	E7	To increase the percentage of new GP outpatient referrals into consultant led secondary care services that are triaged online for clinical priority and appropriate recipient service to 90% from December 2010.																		✓
	A1	Ensure that anyone contacting their GP surgery has guaranteed access to a GP, nurse or other health care professional within 48 hours.					✓				✓									✓
	A2	The maximum wait from urgent referral to treatment for all cancers is two months.					✓													
	A3	To respond to 75% of Category A calls within 8 minutes from April 2009 onwards across mainland Scotland.																		✓
	A4	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 15 weeks from GP referral to a first outpatient appointment from 31 March 2009.									✓									✓
	A5	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 15 weeks for inpatient or day case treatment from 31 March 2009.									✓									✓
	A6	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 6 weeks for one of the 8 key diagnostic tests from 31 March 2009.									✓									✓
Access to services																				

Argyll and Bute CHP – HEAT targets		National Outcomes																
		KPI	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
HEAT target	A7	NHS Boards will achieve agreed reductions in the rates of attendance at A&E, from 2006/2007 to 2010/2011; and from end 2007 no patient will wait more than 4 hours from arrival to admission, discharge or transfer for accident and emergency treatment.																✓
	T1	By 2008/2009, we will reduce the proportion of older people (aged 65+) who are admitted as an emergency inpatient 2 or more times in a single year by 20% compared with 2004/2005 and reduce, by 10%, emergency inpatient bed days for people aged 65 and over by 2008.					✓											
	T2	QIS clinical governance and risk management standards improving.																✓
	T3	Reduce the annual rate of increase of defined daily dose per capita of anti-depressants to zero by 2009/2010, and put in place the required support framework to achieve a 10% reduction in future years.						✓					✓					
	T4	Reduce the number of readmissions (within one year for those that have had a psychiatric hospital admission of over 7 days by 10% by the end of December 2009).																✓
	T5	To reduce all staphylococcus aureus bacteraemia (including MRSA) by 30% by 2010.																✓
	T6	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD, Asthma, Diabetes or CHD, from 2006/2007 to 2010/2011.						✓										✓
Treatment appropriate to individuals																		



Argyll and Bute CHP – HEAT targets		National Outcomes																	
		KPI	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
HEAT target																			
T7	Improvement in the quality of healthcare experience.																		✓
T8	Increase the level of older people with complex care needs receiving care at home.						✓					✓							
T9	Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.						✓												✓

## **SPT – alignment of regional transport strategy indicators to the 15 national outcomes**

XXXX Jillian contacting Ron Culley to get electronic copy of table from Ron Culley (ref his letter of 3 March



Project Spends & Breakdown						
Item	Dev Fund	%age	CPP	%age Lottery	Local Authority	%age LEC
Boatmans Licences						
Go See Visit						
Legal Investigation (Car Park)	£198.16	100.00%				
Car Park estimated at 70k	£5,000.00	7.00%		£35,000.00	50.00%	remaining 43% to be sourced from
Bookkeeper						
Printing						
Beach Clean April 05						£1,031.23
Deer Management						
Beach Clean April 06						
<b>Totals per Fund</b>	<b>£5,198.16</b>			<b>£35,000.00</b>		<b>£1,031.23</b>

Notes . Discrepancy in remainder is £5k commitment to project + bank interest.

	%age	Trusts	%age	Renewal	%age	Earned	%age	Totals per Item
n others								£198.16 £40,000.00
50.00%						£247.50	100.00%	£247.50
						£1,031.23	50.00%	£2,062.45
						£750.00	100.00%	£750.00
						£2,028.73		£43,258.11

This page is intentionally left blank

## Iomairt aig an Oir

## Coll

## Development Funding for Iomairt areas.

Fund Heading	Total Income	Total Expenditure	Remaining
IATE Dev Funding	£10,000.00	£3,155.70	£6,844.30
Lottery	£10,000.00	£543.00	£9,457.00
seeing is believing (scottish Executive)	£636.30	£636.30	£0.00
Local Authority	£900.00	£500.00	£400.00
AIE	£2,335.60	£1,744.70	£590.90
SNH	£2,290.40	£2,098.00	£192.40
Trusts			£0.00
community groups (Discover Coll)	£2,400.00	£609.13	£1,790.87
Renewables grant from HICEC	£17,625.00		£17,625.00
Earned Income: events	£10,230.00	£844.16	£9,385.84
Earned Income: t shirts	£4,878.00	£942.91	£3,935.09
GRAB	£8,000.00	£8,000.00	£0.00
<b>projects for 2008</b>	<b>£69,295.30</b>	<b>£19,073.90</b>	<b>£50,221.40</b>
Coll Tartan merchandise	£7,500.00	£750.00	£6,750.00
Coll Lottery	£7,500.00	£750.00	£6,750.00
Mainland fundraising Ceilich	£10,000.00	£2,000.00	£8,000.00
Island Passport	£2,000.00	£500.00	£1,500.00
water pump refurbishment	£0.00	£500.00	-£500.00
website up grade for Community centre site	£30,000.00	£1,000.00	£29,000.00
view to the isles	£0.00	£350.00	-£350.00
slipway at the middle pier	£0.00	£500.00	-£500.00
path to school	£0.00	£500.00	-£500.00
<b>Totals</b>	<b>£57,000.00</b>	<b>£6,850.00</b>	<b>£50,150.00</b>

Item	Dev Fund	%age	AIE	%age	Lottery	%age	Local Authority	%age
Three Renewables Fair Visit Project research for community centre	0.45	minimal!	190.90	99%				
training (fundraising) for Dev Coll	494.72	54%	420.80	46%				
Feasibility Study/business plan for CC printing of Discover Coll leaflet					10,000.00	100%		
Arinagour Env Improvements (AEI) Project			1,323.90	54%				
AEI projects: noticeboards	73.46	11%					500.00	
Recycling group								
Playpark	800	ongoing						
Comic Relief ApIn. Coll Seniors Social Club								
Big Screen Machine Project			400.00	50%			400.00	50%
general fundraising (incl publicity printing and expenses for events 2007	844.16	100%						
t shirts for community centre 2007	942.91	100%						
feasibility study for renewable energy								
<b>projects for 2008</b>								
Coll Tartan merchandise	750.00	100%						
Coll Lottery	750.00	66%						
Mainland fundraising Ceilich	2,000.00	75%						
Island Passport	500.00	33%						
water pump refurbishment	500.00	50%						
website up grade for Community centre site	1,000.00	100%						
view to the isles	350.00	66%						
slipway at the middle pier	500.00	5%						
path to school	500.00	1%						
<b>Totals per Fund</b>	<b>10,005.70</b>		<b>2,335.60</b>		<b>10,000.00</b>		<b>900.00</b>	



SNH	%age	Scot Exec	%age	Trusts	%age	Disc Coll	%age	GRAB	%age	Renewables	%age	Totals per Item
		636.30	100%									
1,157.00	100%											
1,133.40	46%			609.13	89.00			8,000.00	ongoing			
2,290.40		636.30		0.00		609.13		8,000.00		17,625.00		52,402.13

This page is intentionally left blank



**Report to Community Planning Partnership for Argyll & Bute .  
Overview of activity for islands of Coll and Jura.**

Coll :-

The island has seen changes in the working arrangements for the Development officer. The job is now shared and administration has been tightened up.

Activity on the island has increased again and consultation and engagement with all the islanders now seems to be a more robust process where news, ideas, thoughts and opinions are now freely aired and debated.

Attached to this note is a spreadsheet of financial activity & the latest newsletter.

Points to note are :-

- Conceptual drawings and design for new community hall/leisure facility published.
- Web site redesign underway - helping to circulate and comment on activity of development group.
- Architect appointed from island run tender process. <http://www.initiative-at-the-edge.org.uk/Coll/Booklet.pdf>
- Fundraising on island is going well.
- Directors Training has been delivered.
- Partnership working ongoing for
  - 1) Renewables - feasibility and access arrangements
  - 2) Housing - land and needs assessments
  - 3) Merchandise development ( Tartan , niche products as part of overall fundraising)
  - 4) Infrastructure improvements ( piers, slipways , water pump and footpaths).

In general the island is making steady progress and is developing a professional relationship with the many partners who are able to assist the community in their aspirations. Those aspirations having been robustly developed from community consultation and engagement.



Jura :-

The island has made a substantial effort by integrating the various community consultations and plans into a single regeneration project.

The project was presented to the CPP management group at the end of 2007.

Key projects are

- Fast ferry option to mainland - Tayvallich - with new landing and transfer facilities within Craighouse.
- Antlers building restoration and conversion to teashop, craft shop and visitor centre.
- Village Hall refurbishment
- Car Park for village centre
- Renewables options re Bio Fuel.

The islanders presented two legs of the project - fast ferry and antlers restoration - to the A&B Funding Hub on 6<sup>th</sup> February 08.

Both projects were warmly received and officers present noted :-

- Preparatory work completed to a professional degree
- Outcomes were clear
- Funding arrangements were achievable
- Areas where the Hub could advise and assist

It is to be hoped that this regeneration project can be assisted by wider CPP and that the islanders can deliver this for their community.

Attached to this note are the latest base report and a short financial breakdown from the island.

# Initiative at the Edge Base Report

<b>Area</b>	Isle of Jura
-------------	--------------

**Contacts** - Please list all relevant contacts (Ensure people listed are actual people who will be able to deal with Initiative business)

<b>Local Development Officer</b>		<b>Community Group</b>		<b>Agency</b>	
Name	Deborah Bryce	Name	Dick Mayes (Chairman)	Name	
Address	Jura Service Point School House Craighouse Isle of Jura PA60 7XG	Address	Lealt Isle of Jura	Address	
E-mail	<a href="mailto:Deborah.bryce@argyll-bute.gov.uk">Deborah.bryce@argyll-bute.gov.uk</a>	E-mail	<a href="mailto:dick@lealt.waitrose.com">dick@lealt.waitrose.com</a>	E-mail	
Tel	01496 820161	Tel	01496 820330	Tel	
Fax	01496 820162	Fax		Fax	
Mobile		Mobile		Mobile	

Please use the space below to indicate any past, current and future projects for your area/s. Outlining the status and progress of the specific project

Action	Target	Indicator	Progress
<b>Passenger Ferry</b>	Put in place a summer only passenger ferry from Craighouse, Jura to Crinan (North Knapdale) for three years.	On-going	<b>A three week passenger ferry trial has been successfully completed – Sep 2007.</b> Business Plan complete. Enhanced DRT application sent to Douglas Blades on 14 <sup>th</sup> December 2007 expect to hear results end of February 2008. Tender process to be issued before end of February. John Peden is looking at the Tayvallich infrastructure, drawings being done for planning. North Knapdale Community Council Meeting on 13 <sup>th</sup> November proved positive for support. Leader programme also a possibility for funding if LA's cannot. Spoke with Lorna Elliot, waiting for criteria to be confirmed by European partners. small amount of funds still to be raised. Application made to RTG for £17500 for connecting bus service at Tayvallich, result looks promising. Still to secure revenue. Meeting held 6 <sup>th</sup> February with Funding Hub, feedback was positive. Pontoons at Craighouse are STILL under process with HIE Argyll & Islands & Jura Development Trust. JD T are waiting for a commitment of funding level 75% (which has been reduced twice from offer of 100%) There are now discussions that this will be further reduced to 67%. Ken Abernethy at HIE is looking into this. Enough funding is secured to fit 75% but not 67%. Infrastructure at Tayvallich is underway.
<b>Countryside Access</b> North of Village Hall, Craighouse.	To complete a parking area for approx twenty cars including interpretation cairn and recreational picnic area. <b>Encouraging walking within the village – tourist/visitors can leave vehicles here and enjoy the surrounding area on foot.</b>	On-going	<b>Land now under ownership of community.</b> John Peden to release drawings to Morham and Brotchie by end of December for costs – COSTS STILL TO BE RECEIVED. It is hoped that the Council and SNH can help with funding toward this project. LEADER European programme also being approached for funding. Initial Enquiry form submitted to Lorna Elliot by January 2008, await results.
Roads and Passing Places	To upgrade roads and passing places	Work underway	Work has commenced 26 <sup>th</sup> June 07 starting at the north of the island working down toward Gatehouse, Tarbert where previous stage had reached. 28 passing places complete so far.

Beach Clean	Up keep of our shorelines and beaches throughout from Feolin to Ardfarnal.	On-going	April beach clean raised £600. Match funding application being submitted to Diageo to help raise funds for community marquee. Next clean April 2008. £200 awarded to the Playground Association. Diageo pledged £2200, January 2008 to fund Marquee accessories – generator, tarpaulin lighting and stage - to be purchased.
Crofting Land	Bring more families to Jura.		Five or Six new crofts planned for Ardfin behind distillery warehouse. New Crofting Bill will be enacted in two phases. The first, from 25 <sup>th</sup> June 2007, will introduce the ability to create new crofts and allow the Commission to deal with neglected croft land. The second phase will be introduced in January 2008 and includes covering the regulatory work of the Commission.
BT Internet	Upgrade exchange on island to help self employment		Looking into upgrading of mast to accommodate 8mb for those who can receive broadband. Other options being considered for those beyond the threshold. Broadband consultant attended Public meeting on 28 <sup>th</sup> November 2007 to discuss all alternative options for small clusters of housing North and South of the island out with the threshold.
Regeneration Plan	An umbrella venture incorporating seven projects within Craighouse area	On-going	<b>Isle of Jura Community Plan – 1<sup>st</sup> edition</b> compiled and released December 2007. It is intended to update this at least twice per year and distribute locally and to all supporting groups and potential funders. This plan is based on a community consultation ‘Event Day’ which took place 4 <sup>th</sup> September to review the plan. All existing projects assisted by various community groups, these are; <i>Jura Development Trust</i> - Antlers tea-room & interpretation centre, Pontoons & moorings and Bio-fuel. <i>IatE</i> - Car park & recreational area and Direct mainland Passenger ferry service. <i>Village Hall Committee</i> - Village Hall refurbishment <i>Jura Community Business</i> – Workshops and <i>Jura Care Centre Group</i> -

Please indicate any projects past, present and future and outline amount, if any, of funding approved and the amount of funding spent

Project Title	Funding Approved	Funding Spent
Beach Clean April	£750.00	£750.00
Beach Clean August	£225.00	£200.00
Beach Clean April 07	£600.00	£600.00

<b>Passenger Ferry</b>	£40,000 RSPA	
	£7,500 Capital Receipts	
	£10,000 MAKI	
<i>Passenger trial Service</i>	(£7600) A&BC	
Ticket Revenue	£2200	£9600
Community Marquee	£2200 - Diageo	
<b>Development Plan</b>	<b>£10,000 -</b>	
Passenger Ferry Demonstration		£103.40
Car Park Investigation		£198.16
Car Park Ownership Fees		£1292.50
Transfer of disposition of land		£650.99
Accounts (JDT)		£800.00

Please list below any pending media coverage or recent media coverage providing a details of who provided the media coverage – if possible

Media Coverage	Details of media coverage	Contact details
Jura Jottings	101 island recipients 175 mainland recipients	We continue to report our progress in our local newspaper.

List any local links that you would want to see on the Initiative at the edge website:



---

---

---

---

Any other information

£750 raised from April Beach Clean. £300 awarded to Playground Association, £300 to School Board for trips and £150 to Jura Badminton Club.

£198.16 spent for the investigation carried out on the land ownership of the foreshore.

£225 raised from August Beach Clean. £200 to be used to produce large display boards for exhibitions in hall. £25 remains as kitty for next clean – food and drink.

£600 raised from April 2007 Beach Clean. £200 awarded to Playground Association. £400 awarded to community marquee

---

---

---

---

Date Sent: 22<sup>nd</sup> February 2008

Date Returned:

Date Logged: 22<sup>nd</sup> Feb 08

This page is intentionally left blank



# DEVELOPMENT COLL LTD

## Community Newsletter

Charity No.SC038217  
Company No.SC300498

Issue No. 10  
February 2008

2008 has started with a bang with visits from architects, engineers, energy consultants and land valuers. The New Year has also seen a change in personnel in the Development Coll Office. Following the resignation of Fiona Carswell as Local Development Officer, Frances Macintyre stepped down as Admin assistant and the company then appointed Fra and Emma Grant to share the job of LDO.

### News Update on Projects

#### Community centre

##### Design Process

Many of you attended Karen Anderson's presentation or the drop in surgery during the week of 21<sup>st</sup> January. If you have still not seen the designs, they can be viewed on: [www.collcommunitycentre.co.uk](http://www.collcommunitycentre.co.uk) or you can come and see the plans at the Development Coll office. As well as these opportunities for adults to have their say, the younger members of our community were also consulted with a presentation to the primary school children and to Coll students residing at the Glencruitten hostel in Oban. In order for the architect to progress onto the next stage of design, the feedback at this stage has now ended. Karen Anderson will be returning to Coll on 1<sup>st</sup> March to present the next building design. Assuming that there are no major requests for changes, we will base our business plan upon this building. This will not necessarily be the final product, as much of our constructed building will depend on final costs, the funding that we can secure and a finalisation of our community's priorities. For example, to keep within budget, it may be that we

decide to opt for a sprung wooden floor rather than an additional meeting room space. We should remember that we may attain some of the elements of our (fairly extensive) plan through separately funded stand-alone projects. This has been done successfully by other communities and has included separate projects for outdoor sports pitch or a children's play area. It is important that our final design has the scope to incorporate these other projects as and when we can finance them.

The next community consultation meeting is likely to be 2<sup>nd</sup> March, but watch out for posters nearer the time.

As part of the feasibility study which feeds into the business plan for this project we have had a valuation done of the land and an engineer has made initial exploratory holes. We await the results of these investigations.

##### Fundraising

Thank you to everyone who took the time to design a tartan. We have some wonderful entries and are hoping to publish them in this year's Coll Magazine.

Thank you to Linda Blamire who has offered to lighten the winter months with Quiz nights on behalf of the Coll Community Centre.

Thanks to Heather, Tom, Brian, Ali S and Julie who gathered together on a dark and windy night (don't actually know if it was windy, but it probably was) in order to start sifting through directories of Trusts and Charitable bodies to whom we may be able to apply for funding.

Alison Fraser organised the above evening and is in charge of the overall fundraising campaign. If you wish to become involved or have any specific ideas, please contact Alison: 346 or [alison@projecttrust.org.uk](mailto:alison@projecttrust.org.uk)

**Gifts:**

Many thanks to Donald MacFarlane for his generous donation of 4 bottles of fine whisky...watch out for raffles over the summer!

Robert Bleach (friend of Brian and Moira's) who works for an off-shore oil company nominated Development Coll in a prize draw run by his company. We are very pleased to announce that we are the winners of £5000! Many thanks to Robert for making the nomination.

**Naming competition:**

The deadline for this competition has been set for 19<sup>th</sup> April. Please send any entries to the Development Coll office or directly to Seonaid who is running the competition [seonaidmb@yahoo.co.uk](mailto:seonaidmb@yahoo.co.uk)

The winner of this prize is entitled to TWO return tickets on any of Highland Airways scheduled services between Oban, Coll, Colonsay and Tiree.

**Calendar of events**

Fra is putting together a set of dates for 2008...please let her know if your group are holding any events.

**Recycling:**

The Coll Recycling group has been highly commended in the recent GRAB newsletter. You can see a copy at the Island Café, or online: [www.grab.org.uk](http://www.grab.org.uk). The silage bale wrap scheme is in place for its inaugural shipment, but in order to maximise the bulk leaving the island, this has been put on hold until the end of the current feeding season in May.

**Village Enhancement Scheme**

We have been making some progress on four elements of this scheme: a path up the school brae, restoration of the old water pump; building of a viewpoint/plaque to the isles (located at the church); and the building of a slipway. We are still very much in the initial stages of these projects in terms of drawing up plans and contacting land owners. The Education Forum has agreed to speak with the tutor of the upcoming Dry Stone Walling Course about involvement in these projects. For example, the stone wall around the water pump is in a state of disrepair, as is the wall going up right hand side of the school brae and would benefit from some community time.

War Memorial restoration project: plans are evolving; work will start in the spring with the better weather

Notice boards: Julian has agreed to be a key holder for the large notice board in front of the Post Office. This means groups and individuals can use this board instead of the shop window, but it may be that we have to reduce the size of notices to A5 during busy times. The other boards are to be used for the new poster containing general information about Coll

**Cal Mac**

There is a new proposal on the Cal Mac website regarding the Mallaig-Lochboisdale proposal. To view it yourself go to: [calmac.co.uk](http://calmac.co.uk) and follow the "company information" link on the left hand side.

In summary, either a new boat gets built or Loti goes to the Mallaig-Lochboisdale sailing and we get the Clansman with the Isle of Arran as the replacement vessel. Summer timetable would see Tuesday and Thursday swapping round and we would have 2 calls on a Friday; Winter timetable would have a Sunday sailing throughout the winter, a double call on Sundays, and

the sailings are all about two hours later than the current timetable.

### Renewable Energy

Paul Phare of HICEC and Sam Hesling of ATMOS visited the island during the week of 21<sup>st</sup> Jan. This marks the official start of the feasibility study into the renewable energy project. Paul also attended the meeting of the working group and had a separate meeting with Karen Anderson to ensure renewable energy considerations are in place from the start. Below is Sam Heslings' initial report:

During the visit to Coll it was possible to both speak to members of the Committee and carry out field survey work on the island to assess the potential for community wind energy development. The assessment of the island is following what is termed a 'dynamic design process' whereby outcomes from discussion, site surveying, consultations and technical analysis feed into the design process to ultimately allow the optimum project design, or designs, to be realised. Outlined below are the findings so far, and some of the work which had been kicked off:

- Access for wind turbine components, which can constitute loads larger than normal HGV's, has been assessed on the existing roads network. While the roads could potentially be utilised from the ferry slipway to Arnabost, where the road splits to go north east and south west, with only minor improvements access beyond this point will prove to be difficult due to tight bends, restricted width in places and vertical alignment problems where low loads may ground. Work is ongoing to ascertain the level of roads upgrading a project could support.
- The north western coast of the island has been assessed for landing craft access and while options exist these are subject to ongoing feasibility work.
- Ongoing consultation with Scottish and Southern Energy will dictate where a project could "plug in" to the grid, and how much capacity could be made available.
- Ornithological interests are very important on the island and any project design will be sympathetic to this. Early contact was made with the previous and current RSPB wardens to help give the project an early steer on bird

issues, and also to keep the RSPB informed from the start.

- Early contact has been made with Argyll and Bute planning department and the appropriate policies on which any project will be assessed have been confirmed. Detailed consultation will be ongoing as potential sites are identified and assessed. Similarly Scottish Natural Heritage will be informed of the work being undertaken and any comments received will feed into the design process.
- Wind data from the Tiree mast is available to the project and will allow a more accurate forecast of wind resource across the island to be established through the use of specialist software. This will allow a higher degree of certainty to be ascribed to any predicted energy capture. This data is a valuable resource and is gratefully received from the Tiree Project
- Consultation with telecommunication link operators will be undertaken shortly but any interference is predicted to be minimal or non existent.
- An analysis of potential effects on military and civilian airspace interests is underway to establish if they pose any constraints, and to inform the design process.

### Training available on the role of Directors in a Community Company

Lorne MacLeod, the chair of HICEC has been asked by Rhona Sutherland of AIE to deliver training on the island regarding the role of Directors, setting up a constitutionalised group and gaining charitable status. A two hour session will be held, possibly on Wed 13<sup>th</sup> February. If you are interested in attending the session, please speak with Fra or Emma

### Housing

We have been in further discussion with Gregor Cameron over potential sites. On advice from our funding partners, whenever possible we need to work in close association with West Highland Housing Association to share the costs of any professionals that both projects may employ. This could be sharing the costs of Quantity Surveyors or engineers if the timing is right.

**SCVO Village Hall Summit, Feb 23<sup>rd</sup>, Aviemore**

You may have seen this event publicised in the Press and Journal. Hugh Donaldson, convenor of Initiative at the Edge will be in attendance and will report back to us.

**Fishing**

Iain Gillies (as the Scottish Island's Federation representative) has been in touch about fishing issues. There is a conference about the fishing industry to be held in Brussels. Fra has passed on a series of questions to those involved in the fishing industry on Coll, and is collecting responses to be returned to Iain Gillies

**Applications pending**

We are waiting to hear back from a variety of funding bodies with regard to other groups and projects including the Senior Social Club and the Playpark. We will keep you informed of any developments

**Homecoming Scotland:**

Would you like funding to organise an arts, music or other cultural event in 2009? Homecoming Scotland is a programme which will seek to attract expatriots and those with an interest in Scotland to visit the country during 2009. The year has been selected as it is the 250th anniversary of the birth of Robert Burns. Funding is available for groups who seek to organise events for the year 2009. Information about the funding source - and a link to obtaining guidance material and application forms - can be sourced at [www.homecomingscotland.com/funding](http://www.homecomingscotland.com/funding)

**AND FINALLY**

**Join Us!**

Development Coll currently has 85 members. Would you like to become a

member...are you a member already and would like to become more involved? We are always in need of helping hands...it may suit you to take charge of an element of a project, it may suit to give a couple of hours work as a one off. However you would like to be involved, please contact Fra or Emma.

**We want you as a member of Development Coll Ltd**

You are all members of the Coll community and your voices are important to the future of the island. As members of the development company your voice will be heard.

A high membership means that we have more effective lobbying power. The more members we have the bigger voice we have and the more likely we are to bring about change.

**Why should I become a member?**

All members have a greater voice in determining the future of Coll in that their membership demonstrates an ownership and a share in a vision of Coll's future, which is:

*"to develop the economic, social and cultural sustainability of our community by harnessing the quality of our resources, people and island environment."*

You have the right to attend company AGMs and the influence of voting on company proposals at those meetings including appointments of directors.