



11 February 2014

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP - MANAGEMENT COMMITTEE** will be held in the **COMMITTEE ROOM 1, KILMORY, LOCHGILPHEAD** on **WEDNESDAY, 19 FEBRUARY 2014** at **2:00 PM**.

AGENDA

- 1. WELCOME AND APOLOGIES - BARRY MCEWAN**
- 2. MINUTES OF THE MANAGEMENT COMMITTEE - 24 OCTOBER 2013**(Pages 1 - 10)
- 3. OUTCOME 1. IN ARGYLL AND BUTE THE ECONOMY IS DIVERSE AND THRIVING**
 - (a) Draft Delivery Plan (Pages 11 - 18)
 - (b) Area Based Economic Development Action Plan 2014-18 Isabel Bremner (To Follow)
- 4. OUTCOME 2. WE HAVE INFRASTRUCTURE THAT SUPPORTS SUSTAINABLE GROWTH**
 - (a) Draft Delivery Plan (Pages 19 - 24)
- 5. OUTCOME 3. EDUCATION, SKILLS AND TRAINING MAXIMISES OPPORTUNITIES FOR ALL**
 - (a) Draft Delivery Plan (Pages 25 - 34)
- 6. OUTCOME 4. IN ARGYLL AND BUTE CHILDREN AND YOUNG PEOPLE HAVE THE BEST POSSIBLE START**
 - (a) Draft Delivery Plan (Pages 35 - 98)
 - (b) The Early Years Collaborative - Cleland Sneddon (Pages 99 - 106)
- 7. OUTCOME 5. PEOPLE LIVE ACTIVE, HEALTHIER AND INDEPENDENT LIVES**
 - (a) Draft Delivery Plan (Pages 107 - 116)
- 8. OUTCOME 6. PEOPLE LIVE IN SAFER AND STRONGER COMMUNITIES**

- (a) Draft Delivery Plan (To Follow)
9. **LOCAL AREA COMMUNITY PLANNING EVENTS - VERBAL UPDATE ON PROGRAMME**(Verbal Report)
 10. **RESOURCE PLANNING - BRUCE WEST**(To Follow)
 11. **ELECTED MEMBERS SEMINAR 17TH MARCH 2014**
 12. **POPULATION SUMMIT**
 13. **FEEDBACK FOR CPP AREA MEETINGS - SHIRLEY MACLEOD**(Pages 117 - 118)
 14. **AOCB**
 15. **DATE OF NEXT MEETING - FRIDAY 25TH APRIL 2014**

ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP

**MINUTES of CPP MANAGEMENT COMMITTEE MEETING held in the
COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD**

on THURSDAY 24 OCTOBER 2013

Present

Barry McEwan (BM) (Chair of MC)	Police Scotland
Garry Fraser (GF)	Scottish Ambulance Service
Douglas Cowan (DC)	Highlands and Islands Enterprise
Derek Leslie (DL)	NHS Highland
Andrew Campbell (AC)	Scottish Natural Heritage
Glen Heritage (GH)	Third Sector Partnership
Paul Connelly (PC)	Scottish Fire and Rescue Service
Donald Henderson (DH)	Scottish Government – via VC
Cllr Dick Walsh (DW) (leader of Council and chair of CPP)	Argyll and Bute Council
Cllr Ellen Morton (EM)	Argyll and Bute Council
Jane Fowler (JF)	Argyll and Bute Council
Eileen Wilson (EW)	Argyll and Bute Council
Sally Loudon (SL)	Argyll and Bute Council
Roanna Clark (RC)	Argyll and Bute Council
Jane Jarvie (JJ)	Argyll and Bute Council
Katie Burke (KB)	Argyll and Bute Youth Forum

In Attendance

Sonya Thomas (ST) (Minute)	Argyll and Bute Council
Louise Long (LL) (Ag Item 7)	Argyll and Bute Council
Melissa Stewart (MS) (Ag Item 7)	Argyll and Bute Council

Apologies

Shirley MacLeod	Argyll and Bute Council
Cleland Sneddon	Argyll and Bute Council
Liam Butler	Argyll and Bute Youth Forum

ITEM	DETAIL
1.	<p>WELCOME AND APOLOGIES</p> <p>Barry welcomed everyone to the meeting and gave a special mention to Katie Burke who is a member of the Scottish Youth Parliament and the Argyll and Bute Youth Forum.</p>
2.	<p>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING held on 27th May 2013</p> <p>Noted and agreed. Proposed by the Chair, seconded by Paul Connelly</p>
3.	<p>ACTION LOG</p> <p>Progress noted and items to be dealt with on this agenda acknowledged</p>
4.	<p>SOA 2013-23 - JANE FOWLER</p> <p>a) Progress Report And Update, Including Guidance For Outcome Leads</p> <p>Progress is being made on the Single Outcome Agreement (SOA) delivery plan agreed through the Quality Assurance process that was signed off in July.</p> <p>Areas that are being progressed include consultation, inequalities and prevention. It was agreed at the last CPP Chief Officers' Group (COG) meeting that these areas will be taken forward by the Outcome Leads (OL). Guidance has been issued and it was acknowledged that all Outcome Leads need to commit to the process in a uniform manner.</p> <p>There is still significant work to do to before the end of December when the first draft delivery plan is due for completion, with the SOA due for completion and submission to Scottish Government by the end of February 2014.</p> <p>Workshop sessions to facilitate the Outcome Leads develop the action and delivery plans are being held in November. The provisional dates for these events are 27th and 29th November. Each session will last for 2½ hrs. Information from the delivery plans developed at these workshops will feed into consultation events and the planned population summit.</p> <p>It was acknowledged that the OL's need to identify the key stakeholders, as this is crucial to not only ensuring we have the correct outcomes but also to identify where work is currently being undertaken within other strategic partnerships. Key stakeholders also have a crucial role to play in ensuring the outcomes within their themes are all linked correctly, a key stakeholder could therefore have outcomes under multiple Outcomes.</p> <p>Partners need to align resources to complement and support both the Outcome Leads and each other, but also their own priorities with those in the SOA.</p> <p>Action Points – Chairs of MC and COG to review the membership of outcome discussion groups (BM and SL) – EW to circulate membership of outcome discussion groups to Chairs</p>

	<p>Recirculate lists of strategic partnership for each outcome to each OL – EW</p> <p>b) Development Actions From SOA Quality Assurance Panel</p> <p>Jane Fowler presented this paper and table showing the development actions to address the 5 areas highlighted for improvement by the Scottish Government quality assurance process.</p> <p>The table details the timeline and activities required to be undertaken to ensure we are compliant with the Quality Assurance guidance agreed with the Scottish Government and would welcome partner feedback.</p> <p>It also clearly shows how each process, including the planned workshops and events (see item 5c) feeds into the next stage.</p> <p>Action Points – The MC noted the report. Members are asked to consider the details in the table and pass any further comments to Jane Fowler by Friday 1 November to enable Barry McEwan and Sally Loudon to sign off.</p>
5.	<p>SOA 2013-23 COMMUNICATIONS AND ENGAGEMENT</p> <p>a) Strategic Guidance On Community Learning And Development For CPP – Jeannie Holles</p> <p>Jane Fowler presented the update on behalf of the Short Life Working Group (SLWG) formed in May 2013. The remit of the SLWG is to understand the responsibilities and requirements of the CPP and the education authority with regard to developing strategic guidance for CPPs.</p> <p>The MC are asked to note the content of the report, comment on progress and support the offer of assistance for the SLWG to draft any relevant, intermediate outcomes for the SOA. If this proposal is accepted, the Group will continue working together until the intermediate outcomes are completed then hand over to a permanent group.</p> <p>The group held its first meeting on 6 September and assessed the current processes used to identify community needs and gaps, and how this information can flow 2-way from local level to strategic level and back again.</p> <p>The result will be an assurance process for lifelong learning that focuses on prevention and community empowerment whilst marrying the community and business needs. There will be a 3-year action plan based on consultation by September 2015 that will feed directly into the process.</p> <p>Apologies were noted from the SLWG as they cannot be fully tied into the planned November workshops for the SOA Outcome Leads. The Chair extended thanks to everyone who is working on this SLWG</p> <p>Action Points – The MC agreed that the SLWG should continue as detailed in the report The SLWG to contribute as much as possible at the November workshops</p> <p>b) Citizens' Panel – Chris Carr</p>

Jane Fowler presented this paper. The CPP is currently in the 2nd year of a 3-year contract with Hexagon Research and Consulting. The contract delivers 2 surveys a year – one in Spring the other in Autumn - and it can provide an overview of the population and their views including baseline information to help us inform and move forward. Unfortunately, there has been poor response from partners regarding possible questions for the spring survey. So whilst the Citizens' Panel has been a very useful tool if it is not going to be used then a decision needs to be made if it should be kept.

Derek Leslie mentioned that the Public Partnership Forums provide most of the health service information, but would welcome more localised questions through the Citizens' Panel.

Whilst the partners have their own networks that gather information it was agreed that there is a need to focus on young people, how can they participate and how we hear their views. Katie Burke informed the partners that some public consultations are only valid for anyone over 18, therefore the way we currently engage with young people should be looked at more closely, including the possible use of 'Home and School' questionnaires. The partners would welcome some information on the core group of people in the Citizens' Panel, in particular how many are young people.

It was agreed that we should identify questions from the OL workshops being held in November for inclusion in a December survey and confirm with the consultants (Hexagon) that we are asking the correct questions to the correct groups of people. To help address the population decline perhaps we should ask the residents who are leaving the area what influenced their decisions, why do people choose not to relocate here and in particular ask young people their reasons for leaving.

Action Points –

Include possible questions from the November workshops in the next survey – EW

Form a small working group to look at the wider issues linked to population decline including how we communicate and consult – JJ

Ideas, QA and communication improvements to Jane Jarvie – jane.jarvie@argyll-bute.gov.uk - All

Contact Hexagon regarding the correct groups and questions – CC

c) Local Area (Forum) Events – Margaret Fyfe

i) Format, Programme and Support for Events

Jane Fowler presented the paper on behalf of the Community Development team who have been working closely with various groups in the planning of these local events. Planning for these events started in June 2013.

The events were originally planned for November, but to achieve the most from them and to further tie in with the SOA development and the outcome leads delivery plans, it was recommended that the events be postponed to January or February.

A large amount of work will need to be done to implement a date change; including publicity to make the events meaningful, but the partnership needs to use this opportunity of engagement to the maximum benefit. The events will provide the opportunity for consultation and engagement, and coupled with the information we will have from the November SOA Outcome Development workshops. information

	<p>that has already been collated from the Economic Development Action Plan (EDAP) events will support the development of the SOA delivery plan. It was agreed that the events will help give a firm local focus on each Outcome.</p> <p>The Community Development team and Eileen Wilson will look into the possibility of rescheduling the events. There was commitment but also concern regarding the difficulty in agreeing revised dates due to diary clashes, but where possible these will be avoided.</p> <p>The Partnership also agreed that times and questions for the events are important. There are targeted audiences already identified but experience has shown that events held on a Saturday morning allow a much wider audience to attend and that the questions posed to all audiences should be well structured and clear.</p> <p>Action Points – Communicate the postponement of events today – JF Investigate and identify alternative dates for the community engagement events - Com. Dev. Team and EW</p> <p>ii) Discussion On Proposed Event Panellists</p> <p>Item dealt with above</p> <p>d) Population Summit/Full Partnership – Jane Fowler</p> <p>Jane Fowler presented the paper suggesting the CPP Full Partnership scheduled for 27 November is postponed until the new year and incorporates a Population Summit.</p> <p>By postponing and combining both events this will give the Partnership and OLS an opportunity to gather the information from the consultations and further feed into the draft SOA delivery plans with a clearer view as to how we can reduce the population decline. It also means that the information gathered in the outcome delivery plans will inform debate and discussion at the population summit.</p> <p>Action Point – Council to lead on the Population Summit and if necessary commission an overview. Identify who will be part of the group to lead on the event – JF</p>
<p>6.</p>	<p>SOA UPDATE ON EACH OUTCOMES</p> <p>1) The Economy Is Diverse And Thriving</p> <p>There is no update report available for this meeting.</p> <p>2) Infrastructure Support Growth</p> <p>There is no update report available for this meeting. It has been agreed that the lead for this Outcome is now Angus Gilmour.</p> <p>3) Education, Skills And Training Maximise Jobs For All</p> <p>There is no update report available for this meeting.</p>

4) Children And Young People Have The Best Possible Start:

i) Children's Services Plan/Action Plan – Louise Long

Louise Long updated the Partnership on the Children's Services Plan, confirming that the SOA Outcome will be delivered through the Children's Services Plan.

The consultation has now ended. 257 children aged between 3 and 15 year olds were consulted, as a result they are now making the plan more user friendly – no jargon – just plain English, and smart measures

The plan is due to be published in November but will be circulated to the CPP MC beforehand.

ii). GIRFEC – Patricia Renfrew

a) Report on self-assessment on GIRFEC implementation

GIRFEC is now a national policy for government - 1 child 1 assessment 1 plan.

After our self-assessment Argyll and Bute received £20,000 from the Scottish Government which has been used to put 8 staff through a university course to allow them to become champions within their service.

Argyll and Bute is the first council in Scotland to implement a multi-agency view, allowing all agencies can see a child's plan on the same system.

b) Summary Report – CPP Questionnaire Return

A summary of the self-assessment questionnaires was circulated which provided detailed information. There was a 6 week response time which was agreed by CAPCOG before submission.

The Chair thanked everyone that had been involved in this inspection.

Louise Long left copies of the Integrated Children's Plan and CPP Improvement Plan but will also circulate electronically.

5) Active, Healthier And Longer Lives

There is no update report available for this meeting.

6) Safer And Stronger

i) Community Resilience Update Report – Morag Brown

Jane Fowler presented the update report that gives detail to the continuing project of supporting communities to develop their own resilience plans. 12 communities now have plans with a further 21 plans being developed, and support for the development of plans continues from Argyll Voluntary Action and Police Scotland.

Police Scotland supported by the Council's civil contingencies team are planning facilitated training exercises in each area emphasising the role of the category 1 and 2 responders during an emergency.

Following the community council elections in October, the council's Governance and Law team will stress the importance of a community resilience plan and assist where necessary with managing the handover from old to new governance within

	<p>community councils. This could prove beneficial for any community council that rejected the offer initially. It was noted that communities without a plan tend to develop one after they have experienced an incident, such as the loss of power. It would be helpful therefore to promote the benefits from an area that has been affected by an emergency to those that have not.</p> <p>The Scottish Government held a Resilience Conference yesterday and it is clear from that event that Argyll and Bute is well respected and seen as a model in helping communities become resilient in the light of any emergency developing. There is now a learning resource compiled by the Scottish Government for downloading by teaching staff.</p> <p>Garry Frazer from the Scottish Ambulance Service (SAS) informed the group that the SAS has a large community resilience team that had learnt lessons from the emergencies in Arran earlier this year; he will pass on the contact to Morag Brown with a view to possible linking in with SAS resources.</p> <p>The importance of recognising and engaging with groups within communities that can help is crucial, such as taxi drivers or young people. For example, in Rothesay the young people thought of putting together packs for older people, this is further supported by a programme of activity currently being run by the Red Cross that is aimed at young people.</p> <p>Action Points – Morag Brown to be given SAS and Youth Forum contact information – GF / RT / CPPadmin Morag Brown to look into an award event to recognise the excellent work done by individuals. - MB</p>
<p>7.</p>	<p>UPDATE REPORT ON AREA COMMUNITY PLANNING GROUPS - SHIRLEY MACLEOD</p> <p>Melissa Stewart presented the report on behalf of Shirley MacLeod who submitted her apologies.</p> <p>The report that covers the June and September meetings was more positive, showing increased and sustained attendance at the meetings with increased debating on significant local issues of service delivery by partners.</p> <p>The groups are becoming more confident, valued and more able to deal with matters and resolve local issues, but attendance throughout the meetings needs addressing as meetings start with good attendance but this thins out as the meeting progresses.</p> <p>The MC feel there should be more influence with the ACPG's with structured agendas that link to the SOA's 6 outcomes and an action log. The Chair thanked Melissa for attending.</p>
<p>8.</p>	<p>MEMBERSHIP OF CPP GROUPS - JANE FOWLER/EILEEN WILSON</p> <p>Eileen Wilson presented the report update on CPP membership. The report asks members to refer to the Terms of Reference as outlined in the partnership agreement, give thought to the membership of each group and recommend any changes.</p>

	<p>All partners agreed that it is critical to ensure appropriate membership at the right meetings, with the Chief Officers' Group (COG) focusing on strategic direction and the MC focusing on delivering the SOA and performance.</p> <p>This item to be further discussed at the upcoming COG development day.</p> <p>Action Points – For discussion at the upcoming COG development day - All On agenda at next COG meeting after development day to ratify membership and structure of ACPG's, MC and COG – All</p>
9.	<p>SOA 2012-13 ANNUAL REPORT - JANE FOWLER</p> <p>Jane Fowler presented the SOA 2012-13 Annual Report for signing off by the MC prior to submission to the Performance Review and Scrutiny Committee (PRS) on 21 November 2013 and Council on 28 November 2013.</p> <p>The report is a 1-year document highlighting the progress made on the agreed outcomes and concludes the reporting of the SOA 2012-13.</p> <p>In future the performance reporting through the SOA 2013-23 scorecard will be a standing item on the MC agenda, with exception only reporting and escalated upward to CPP COG and the PRS.</p> <p>Action Points - Report noted. Report to be submitted to PRS committee and Council - CPPadmin Ensure Outcome Leads have meaningful targets and appropriate measures in place – Outcome Leads / IOD Performance Team / All</p>
10.	<p>AOCB</p> <p>a) Home Office Immigration Enforcement – Barry McEwan</p> <p>The Chair who recognised the good work already undertaken tabled this item for discussion.</p> <p>There have recently been incidents where a number of individuals who were identified as illegal immigrants have been removed from the communities they are living in, It must be noted that the conditions of housing are often poor, which gives rise to fire, safety and health issues.</p> <p>Whilst some partners cannot report any concerns or impact on service it was agreed that this should be scrutinised further and that the MC may need to look at a longer-term plan to improve communication with elected members and partners and to tackle other issues that are now emerging in the communities.</p> <p>Action Points – All partners and agencies need to be aware of this and ensure full engagement and information sharing - All</p>
11.	<p>DATE OF NEXT MEETING – 29 JANUARY 2014</p> <p>Meeting closed at 12:20</p>

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Argyll and Bute CPP Single Outcome Agreement 2013-23 Delivery Plan

Overarching outcome: Argyll and Bute’s economic success is built on a growing population.

OUTCOME 1: The economy is diverse and thriving		Outcome Lead – Douglas Cowan HIE
Main areas of focus included within this outcome:		
Business growth, sustainability and start up. Development of specific sectors – tourism, marine science, renewables, digital economy, culture and heritage, food and drink and traditional sectors. (SOA 2013-23)		
Community Planning Partners delivering on this outcome:		
Argyll and Bute Council Highlands and Islands Enterprise Argyll College UHI Skills Development Scotland Job Centre Plus Third Sector Partnership		
Community Planning Partnership SOA Performance Indicators:		
Preventative measures and early interventions: <i>“Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money”. (Scottish Government SOA Guidance, Dec 2012)</i>	Lead organisation	
Equality Outcomes	Lead organisation	
<ul style="list-style-type: none"> • An increasing number of young people aged 16-24 move into suitable employment as a result of partner influence and involvement. • There is an increasing number of women in leadership roles in Argyll and Bute • As an employer HIE promotes inclusive working practices which recognise the diverse ways that working in dispersed locations affect employees, particularly in relation to the protected characteristics. 	<ul style="list-style-type: none"> • All • Argyll and Bute Council • HIE 	

SHORT TERM OUTCOME 1.1 To achieve business growth and additional employment opportunities.

Actions on this short term outcome	Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.1.1 Prepare a clear prioritised inward investment action plan and information packs to allow proactive targeting of inward investment nationally and internationally	Oct 2014	ABC, HIE, SE, SDI (stratified)		Completion of action plan	Oct 2014
1.1.2 Support an increase in international trade through 1) more business trading internationally, and 2) businesses increasing international turnover	Annual	HIE / SE / SDI		1) No of businesses exporting for the first time 2) increase in international turnover through HIE support	4 annual £2M annual
1.1.3 Improve awareness of local sectoral, business and employment opportunities for young people through increased engagement by the business community with schools and FE / HE provision.		1) Employability Partnership ?		Increase in employment opportunities supported by the 'Move into Work' recruitment agency.(?)	
1.1.4 Support Business Growth (including social enterprise)through HIE / SE account management and Business Gateway	Ongoing	HIE, SE,		Growth in business turnover (HIE). (£6.m Jobs created/retained (HIE) (60) Number of businesses taking up growth grant opportunity (BG).(15) New account managed businesses HIE	£6M annual 80 annual 15 annual 8 of which 3 from Business Gateway growth pipeline
1.1.5 Review business support mechanisms in Argyll and Bute	Ongoing	ABC		Approved report	End of Dec 2014.
1.1.6 Increase management and leadership capacity		HIE		Chamber – mentoring IoD – Director training for account managed clients MIT for high growth acceleration	6 annual 4 annual 1 annual

SHORT TERM OUTCOME 1.2 To ensure our towns, villages and rural communities are economically dynamic, sustainable and connected building on their distinct opportunities.

Actions on this short term outcome	Target completion date	Lead Organisation/ Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/ frequency of data, etc)
1.2.1 Undertake a scoping / feasibility study on positioning Oban as a university town.	Oct 2014	HIE/UHI		Proposition scoping study completed.	Oct 2014
1.2.2 Action plan to attract new residents and inward investment to Dunoon & Cowal	Oct 2014	ABC (HIE support)		Action Plan to secure inward investment / new residents to Dunoon.	Oct 2014
1.2.3 Develop a holistic Regeneration Plan for Rothesay working with SURF.	End of Dec 2014	HIE/ABC		SURF commissioned and	March 2014
1.2.4 Prepare a plan to leverage inward investment opportunities at Machrihanish and Campbeltown harbour	Ongoing	HIE (ABC support)		Regeneration Plan agreed. complete action plan / proposition document	March 2015 March 2015
1.2.5 Build on recent investment activity in Helensburgh.	Ongoing	ABC		Agree action plan	March 2015
1.2.6 Deliver Community Account Management model to support sustainable growth and community empowerment		HIE		Work with minimum of 6 communities to develop and deliver growth plans	March 2015
1.2.7 Review of HIE Fragile Areas		HIE		Commission research to review HIE fragile and employment action areas to reflect recent census data and inform area prioritisation.	September 2014

SHORT TERM OUTCOME 1.3 To create the right environment where more people choose to live, work, visit and invest in Argyll and Bute						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.3.1	Raise awareness nationally of the qualities and attractiveness of Argyll & Bute as a location for investing, working, living, studying and visiting by developing a 'compelling' proposition for Argyll and Bute including a clear CPP communication strategy which will enable the promotion of positive perceptions and improvements.		ABC		Increase in population (mid-year estimates)	Annual.
1.3.2	A register of surplus public owned property assets be collated and policies put in place to maximise economic benefit from these assets.		ABC		Preparation of register and draft policies	March 2015
SHORT TERM OUTCOME 1.4 To ensure that Argyll and Bute is recognised nationally and internationally as a location for marine education, research, business and recreation activity						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.4.1	Increase awareness of marine employment, education and business opportunities through engagement with SAMS, local businesses and schools		HIE		Action plan (1.2.1)	
1.4.2	Secure tenants for Malin House, European		HIE		1 st tenant by	

	Marine Science Park				end June 2014, 2 nd by end Oct	
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SHORT TERM OUTCOME 1.5 To ensure we have a thriving, sustainable renewable energy sector with well-developed local supply chains and community benefits

Actions on this short term outcome	Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.5.1 Establish clear indicators for the use of community benefit funds, with a focus on technical skills training for the sector.		ABC (plus HIE, SDS?)		Number of communities benefitting	?
1.5.2 Influence delivery of Islay Tidal Array through infrastructure, inward investment, supply chain, employment and training		HIE (plus ABC)		Project fully consented	Mid 2015
1.5.3 Support the development of the local energy supply chain		HIE		and installed Number of account managed companies engaged in the supply chain	End 2016 Increase annually
1.5.4 Increase in renewable generation		ABC		% increase in generation capacity	?

SHORT TERM OUTCOME 1.6 To ensure we have a robust tourism sector with an extended season, a higher value proposition and increased turnover.

Actions on this short term outcome	Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.6.1 Secure and maintain ongoing sustainability of the Argyll and the Isles Tourism Co-operative Ltd (trading arm of AISTP) to further develop the tourism value chain linked to the area's unique heritage, provenance and authenticity.	Ongoing	ABC/HIE/VS		Increase in tourism spend (STEAM and DREAM data).	Annual performance

SHORT TERM OUTCOME 1.7 To create an environment where levels of entrepreneurship are increased

Actions on this short term outcome	Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.7.1 To increase business starts in each of our four council administrative areas	Ongoing	ABC		Number of business start-ups by administrative area.	Annual performance (ongoing monitoring throughout the year).
1.7.2 To establish an innovation centre for entrepreneurs in Helensburgh (Pilot) (John Logie Baird Centre).	2016	ABC ./ Business Gateway with support from Scottish Enterprise		Establish centre (perhaps initially in disused council offices in the town centre)	

SHORT TERM OUTCOME 1.8 To maximise the economic impact of the public sector.

Actions on this short term outcome	Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.8.1 To address the impact of potential future reductions in public sector employment. 1) to mitigate future reductions, and 2) develop the social and economic case to retain and attract public sector employment to Argyll & Bute	Ongoing	ABC		1) Commission research into changes in public sector employment and threats and scope for private sector to take up skills. 2) Study to identify possible opportunities for new public sector employment.	March 2015
1.8.2 To optimise public sector employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc.	Ongoing	ABC/HIE all partners		Number of modern apprenticeships. Number of graduate placements/internships.	End of Dec 2014
1.8.3 Optimise local benefits through public sector procurement process through 1) support to local businesses on procurement, 2) review	Ongoing	1) ABC 2) All		Increased proportion of procurement going to local businesses	

Risk	
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Strategic Partnerships	Supporting strategies / plans
<ul style="list-style-type: none"> • Argyll and Bute Renewables Alliance • Argyll and the Isles Strategic Tourism Partnership • Argyll and Bute Employability Partnership • Third Sector and Communities Strategic Partnership 	<ul style="list-style-type: none"> • Argyll and Bute Local Housing Strategy • Argyll and Bute Skills Pipeline • Argyll and Bute Youth Employment Activity Plan • Argyll Voluntary Action Strategic Plan • CHORD programme plan • Economic Development Action Plan • Government Economic Strategy • Highlands and Islands Enterprise Operating Plan • Local Development Plan • Opportunities for All Development Plan • Renewable Energy Action Plan • Roads Asset Management and Maintenance Strategy • Scottish Enterprise Operating Plan • Scottish Ferries Plan • Strategic Housing Investment Plan 2013-18, • Strategic Infrastructure Plan (proposed) • Third Sector Partnership Business Plan

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Argyll and Bute CPP Single Outcome Agreement 2013-23 Delivery Plan

Overarching outcome: Argyll and Bute’s economic success is built on a growing population.

OUTCOME 2: We have infrastructure that supports sustainable growth						
					Outcome Lead – Fergus Murray/Audrey Martin	
Main areas of focus included within this outcome:						
This outcome includes the following infrastructure, housing, town centres, road transport, other modes of transport (air, ferries, rail, piers and harbours), utilities (electricity grid and water and sewerage network) and IT/ICT (mobile phone and broadband).(SOA 2013-23) To deliver better connectivity in order to drive forward sustainable economic growth and grow our population.						
Community Planning Partners delivering on this outcome:						
Argyll and Bute Council HIE SE Scottish Government Housing Associations HITRANS SEPA Caledonian MacBrayne HIAL						
Community Planning Partnership SOA Performance Indicators:						
Preventative measures and early interventions: <i>“Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money”. (Scottish Government SOA Guidance, Dec 2012)</i>				Lead organisation		
Equality Outcomes				Lead organisation		
<ul style="list-style-type: none"> • People from all Scotland’s community groups are safer in their homes and on our roads. 				<ul style="list-style-type: none"> • Scottish Fire and Rescue Service 		
<ul style="list-style-type: none"> • Through the delivery of our services people who are underrepresented as a result of a protected characteristic are more able to visit and experience the outdoors 				<ul style="list-style-type: none"> • SNH 		
SHORT TERM OUTCOME 1.1 That transport connectivity across Argyll and Bute is improved						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.1.1	A82, A83,A85,	On-going	ABC/Hi Trans/Transport		Number of serious	Reduction /Annual

	To undertake a Strategic (Trunk) Road Action Plan to increase road safety, reliability of journey times and carriageway improvements.		Scotland		accidents (aiming to be below a threshold of 35 injury accidents per 100 million vehicle kilometres Number of additional overtaking opportunities constructed.	Increase/Annual
1.1.3	To produce an Infrastructure Action Plan with a focus on economic growth for Argyll and Bute covering essential services (waste, water and electricity), connectivity including road, integrated transport, rail, ferries, ports air, active travel, digital technology and grid.	April 2015	ABC		Completion of Action Plan	
1.1.4	To expand RET to the island of Bute	In the lifetime of this parliament	Transport Scotland		Achievement of RET	
1.1.5	To ensure lifeline service to Kerrera is established	April 2016	ABC/Transport Scotland		Secure ferry service for island	
1.1.6	To achieve a regular commercial air link between Oban and Glasgow/ Oban to Barra..	April 2015	ABC	Moya Ingram	Achievement of link	
1.1.7	That a network of Green Networks be established in each of our Main Towns	October 2015	ABC/SNH		Miles of Green networks established and enhanced	
SHORT TERM OUTCOME 1.2 That the digital connectivity across Argyll and Bute is improved						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.2.1	Deliver the roll out of high speed next generation broadband.	Rest of Scotland (Helensburgh and	HIE/Scottish Government	Duncan Nisbet (GSI)	Number of households in Argyll and Bute with direct	Increase/Annual

		Lomond) 2017 Highlands and Islands (BC, MAKI,OLI) Dec 2016 Community Scotland Broadband 2015 (Areas to be agreed)		Stuart Robertson (HIE) Campbell Cameron (HIE)	access to fibre technology. Number of premises with access to high speed Broadband or above. Number of areas targeted by community scheme.	Increase annual Increase annual
1.2.2	Work with key agencies to improve coverage and quality of mobile phone signals.	2015	DCMS	Lionel Spencer (GSI)	Number of households in Argyll and Bute with access to 3G phone signal Number of not spots	Increase in premises measured annually Number of not spots reduced annually (currently 11)
SHORT TERM OUTCOME 1.3 That the grid connectivity across Argyll and Bute is improved						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc.)
1.3.1	Influencing the scale and the speed of the investment in the grid	On-going	ABC/ABRA	Audrey Martin	Capacity in our grid network to allow additional renewable energy connections.	Increase of capacity
SHORT TERM OUTCOME 1.4 Ensure that housing supports future economic success and a growing population						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc.)
1.4.1	To preserve and expand the supply of good quality housing units across all tenures to enable population growth.	On-going	Strategic Housing and Communities Forum	Donald MacVicar	Number of new build housing units provided. Number of housing units upgraded to a tolerable standard.	Increase/Annual Increase/Annual

1.4.2	To reduce the number of households in Argyll and Bute facing fuel poverty.	On-going	ABC/Ali energy	Donald MacVicar	Number of households with improved energy ratings; % of households classed as being subject to fuel poverty.	Increase /Annual Decrease/Annual
1.4.3	Develop an Argyll and Bute generic, affordable and energy efficient house type.	2014	ABC	Donald MacVicar	Number of new housing units built in Argyll and Bute.	Increase/Annual
SHORT TERM OUTCOME 1.5 That our essential utilities can facilitate economic growth across Argyll and Bute						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc.)
1.5.1	Ensure there is sufficient water and waste water infrastructure capacity to support sustainable economic growth.	On-going	Scottish Water	Fergus Murray	Levels of capacity associated with our main water treatment and waste water facilities	Increase in capacity/Annual
SHORT TERM OUTCOME 1.6 To secure a sustainable and vital future for our town centres						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc.)
1.6.1	To undertake Action Plans for each of our six Main Town Centres	2017	ABC	Head of Economic Development and Strategic Transport	Number of Town Centres with an agreed Action Plan	Increase
1.6.2	Establish a simplified planning zone (investment zone) in one of our town centres as a pilot (Dunoon).	2016	ABC	Fergus Murray	Delivery of Investment Zone	
SHORT TERM OUTCOME 1.7 To optimise our public assets to best facilitate sustainable economic growth						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc.)

1.7.1	Undertake GIS audit of all public sector properties and land	April 2015	ABC	Fergus Murray	100% coverage of Argyll and Bute with GIS audit	
1.7.2	Develop policy framework which maximises economic benefits from our surplus land and building assets (pilot Bute)		ABC	Malcolm MacFadyen	Delivery of Pilot in Bute	
1.7.3	Deliver a Built Heritage Strategy for the Council	September 2014	ABC	Fergus Murray	Production of Strategy	
1.7.4	Piers and Harbours		ABC	Martin Gorringe	Production of a short term development plan for key ports.	
1.7.5	Develop the cruise market and attract vessels to other key ports e.g. Campbeltown	April 2015	ABC	Martin Gorringe	Growth of cruise ships and passengers	35 cruise ships to ABC

SHORT TERM OUTCOME 1.8 That there is a generous supply of commercial property and developable land to support sustainable economic growth

Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc.)
1.8.1	To develop a marketing campaign on our land and property assets	April 2015	ABC	Malcolm MacFadyen	Delivery of campaign	Completion of project
	To deliver new signage/branding for our main gateways to Argyll and Bute (road, rail, ferry and air)	April 2015	ABC/HIE There could be a role for VisitScotland and we could involve our cultural sector/visual arts to assist	?	Delivery of new signage programme linked to a promotion campaign and completion of GIS Audit.	Completion of project by the spring of 2015.

Strategic Partnerships	Supporting strategies / plans
Argyll and Bute Strategic Housing and Communities Forum Argyll and Bute Renewable Alliance	Proposed Strategic Infrastructure Plan Local Development Plan (draft Action Programme) Economic Development Action Plan

Argyll and the isles Coast and Countryside Trust ABRA Community Broadband Scotland Digital Scotland Hi-Trans	Renewable Energy Action Plan, Roads Asset Management and Maintenance Strategy Scottish Ferries Plan Strategic Housing Investment Plan 2013-18 CHORD programme/TIF HIE Operating Plan Next generation broadband.
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Argyll and Bute CPP Single Outcome Agreement 2013-23 Delivery Plan

Overarching outcome: Argyll and Bute's economic success is built on a growing population.

OUTCOME 3: Education, skills and training maximise opportunities for all

Outcome Lead – Cleland Sneddon, Argyll and Bute Council

Main areas of focus included within this outcome:

- Our children and young people are valued and supported to be ambitious and realise their full potential
- Our education, skills training and volunteering opportunities are aligned to the existing and future economic development opportunities both within Argyll and Bute and nationally
- Our learners are more confident, resilient and better enabled to manage the key transitional stages in their life
- Our citizens are successful learners with the skills they need to progress in their working and learning lives enabling them to contribute effectively to our communities

Community Planning Partners delivering on this outcome:

Argyll and Bute Council
Argyll College / UHI / other regional colleges
Skills Development Scotland
Job Centre +
Department Work Pensions
Third Sector Partnership
Highlands and Islands Enterprise
Scottish Enterprise
NHS Highland

3.1 Our children and young people are valued and supported to be ambitious and realise their full potential				
Actions on this short term outcome		Target completion date	Lead Officer	Performance Indicators
3.1.1	Continue to support the development of Curriculum for Excellence		Education Manager (learning and achievement)	Attainment in literacy and numeracy – reporting on levels of attainment across CfE levels early – 4 (3 years to 15 years)
3.1.2	Introduce and develop a wider range of qualifications for the Senior Phase.		Education Manager (learning and achievement)	<p>Implementation of new exam framework for National 4s and 5s and new Higher – reporting on levels of attainment (15years to 18 years)</p> <p>Implementation of the programme of alternative qualifications including skills for work</p> <p>Implementation of senior phase benchmarking toolkit to monitor and track attainment and achievement</p>
3.1.3	<p>Continue to support schools and pupils with Further Education and Higher Education opportunities.</p> <p>Course options chosen to reflect:</p> <ul style="list-style-type: none"> personalisation and choice and opportunity for progression to further study local labour market employment opportunities 		Education Manager (learning and achievement) and Skills Development Scotland and Principal, Argyll College	<p>All S3-S6 pupils having access to Career Management Skills, the 'My World of Work' website and Labour Market Information sessions provided by Skills Development Scotland.</p> <p>Curriculum Planning Meetings held with Argyll College / UHI and each of the 10 secondary schools</p> <p>The percentage of young people moving into a positive destination after completion of an Activity Agreement.</p> <p>Number in Skills for Work courses offered by schools and partners (Argyll College) which reflect local labour market opportunities</p>

3.1.4	The educational additional support needs of children and young people are met to enable these young people to realise their potential.		Education Manager (Inclusion and Integration) and Argyll and Bute CHP	Coordinated support plans are in place with input from NHS, educational psychologists, social work and third sector where appropriate. Each child with a plan has appropriate educational support allocated to them.
3.1.5	Improve the opportunities for our looked after children to realise their full potential		Children's Placement Manager Children and Families Education Manager (Inclusion and Integration)	100% of our looked after children have a pathway plan in place The number of looked after children young people offered a work experience opportunity within Argyll and Bute Community Planning Partners
3.1.6	Encourage and celebrate youth achievement		Youth Services Manager	The number of young people gaining accredited achievement awards
3.2 Our education, skills training and volunteering opportunities are aligned to the existing and future economic development opportunities both within Argyll and Bute and nationally				
Actions on this short term outcome		Target completion date	Lead Officer	Performance Indicators
3.2.1	Improve the alignment of education and training with business requirements and economic opportunity		Education Manager (learning and achievement) and Head of Economic Development	Successful implementation of Argyll and Bute Employability Partnership Strategic Skills Pipeline and Youth Employment Activity Plan Creation of local economic profiles within the local economic development plan

3.2.2	Partner agencies will provide more creative and positive local opportunities for training and employment for young people		<p>Employability Partnership</p> <p>Education Manager (learning and achievement)</p> <p>Argyll Voluntary Action</p>	<p>Increase the number of planned work placements for Senior Phase pupils available within Argyll and Bute Council and partner agencies</p> <p>All pupils in S4-6 given the opportunity to participate in a relevant work placement</p> <p>Increase the number of summer placement opportunities and graduate placement positions through the SCOTGRAD programme.</p> <p>No of young people completing PX2 (junior version of STEPS for Excellence course)</p>
3.2.3	The Council and the CPP will encourage employers and developers to provide opportunities for young people through its use of grant and loan finance, the Business Gateway advisory service and through promotion of corporate responsibility.		Head of Economic Development	<p>No of grants awarded</p> <p>No of loan finance arrangements in place</p> <p>No of young people supported through grant/loan finance</p>
3.2.4	Encourage local apprenticeships and training programmes which align with the demands of the local job market		Skills Development Scotland and Education Manager (learning and achievement)	<p>Number of modern apprenticeships in place</p> <p>Number of modern apprenticeships leading to full time employment</p> <p>Number of training programmes arranged</p>
3.2.5	Partner agencies will create local solutions to maximise		Employability Partnership	Increase the number of disabled young people entering training and employment

	the potential for children with disabilities to access training for employment			No of disabled young people offered work experience placements with the community planning partners
3.2.6	Increase the number of young people engaged in youth forums / CPP decision-making process		Youth Services Manager	Number of young people engaged in youth forums
3.2.7	Implement a new training programme supporting youth forum members to develop their leadership skills		Youth Services Manager	New training programme implemented successfully Uptake in number of youth forum members attending training to develop their leadership skills
3.2.8	Increase the number of people engaged in volunteering		Argyll Voluntary action Youth Services Manager Argyll Voluntary Action	Number of young people completing Saltire awards Number of young people completing Duke of Edinburgh Awards Provision of STEPS courses
3.2.9	Development of Argyll College curriculum which is responsive to local needs	June 2014	Principal Argyll College	College operational plan completed

3.3 Our learners are more confident, resilient and better enabled to manage the key transitional stages in their life				
Actions on this short term outcome		Target completion date	Lead Officer	Performance Indicators
3.3.1	<p>Pupils and parents will be provided with clear information regarding the process for pupils to move from home to pre 5, pre 5 to primary 1 and from primary 7 to S1. Individual pupil profiles will be created to ensure that we maximise continued learning and development and produce that</p> <ul style="list-style-type: none"> • challenge, motivate and support all young people to achieve their best • build learners skills and capabilities to reflect on their learning • recognise progress in learning and achievement 		Education Manager (learning and achievement)	100% Pre5 and P7 pupil profiles are in place which will be used as part of the transition process
3.3.2	<p>Secondary 3 pupils will produce individual pupil profiles that</p> <ul style="list-style-type: none"> • challenge, motivate and support all young people to achieve their 		Education Manager (learning and achievement)	100% of our young people have completed a S3 Pupil Profile that will be used as part of the transition from broad general education to the senior phase.

	<p>best</p> <ul style="list-style-type: none"> • build learners skills and capabilities to reflect on their learning • recognise progress in learning and achievement 			
3.3.3	School staff will be trained in using the SEEMIS Risk Matrix as a means of identifying pupils who are at risk of disengaging and failing to make a positive post-16 transition, minimising inequalities		Education Manager (performance and improvement)	Education risk matrix updated termly for all secondary schools
3.3.4	Develop a life skills programme to support senior phase pupils and / or school leavers who are at risk of not achieving a positive destination		Youth Services Manager and Education Manager (learning and achievement)	Number of young people taking part in life skills programme
3.3.5	All young people are given the opportunity to acquire, develop and apply Career Management Skills which will inspire and enable them to make informed choices on the learning, training and employment options open to		Skills Development Scotland	The number of young people making positive and sustained post-school transitions.

	them, leading to sustained positive destinations.			
3.4 Our citizens are successful learners with the skills they need to progress in their working and learning lives enabling them to contribute effectively to our communities				
Actions on this short term outcome		Target completion date	Lead Officer	Performance Indicators
3.4.1	Children and young people are supported to promote good citizenship and wider decision making by partner agencies		Youth Services Manager	The number of children and young people involved in service planning and redesign of council and partner services The number of young people involved in youth bank
3.4.2	Develop the Argyll Young Entrepreneurs website to support young entrepreneurs		Argyll Voluntary Action	The number of unique and return visits to website
3.4.3	Increase the capacity of community groups		Community Development Manager	The number of capacity building support sessions given to community groups.
3.4.4	Provide the opportunity for adults to participate in certificated courses across Argyll and Bute		Community Learning Manager	The number of adults achieving accredited learning outcomes through Community Based Adult Learning
3.4.5	Support our Adults to access 'first steps' learning opportunities and progression, including literacies and basic ICT, so that they gain skills		Community Learning Manager	Number of participants in activities that improve literacy and numeracy. Number of participants in activities that improve literacy and numeracy.

	and confidence			Uptake of Community Learning and Development “IT for employability”
3.4.6	Involving older people in different community projects through engaging in “Grey Matters”		Argyll Voluntary Action	ITthe number of older people engaging in “Grey Matters”

Strategic Partnerships	Supporting strategies/plans
Employability Partnership Reshaping Care for Older People	Education Action Plan 2013-14 Argyll and Bute Youth Employment Activity Plan 2013-14 Employability Partnership Strategic Skills Pipeline Education Service Plan 2014/15 Children and Families Service Plan 2014/15 Integrated Children’s Service Plan 2014-2017 Early Years Collaborative – stretch aims (reaching the child’s developmental milestones) Third Sector Partnership work plan 2014-15

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Integrated Children & Young People's Service Plan 2014-2017

"Working together to achieve the best for children, young people and families"

Contents

1.0	The Community Planning Partnership Area and the Context for Services for Children and Young People	page 3-6
2.0	Particular Strengths That Are Making A difference to Children, Young People and Families	page 6-8
3.0	How Well Are The Lives of Children & Young People Improving?	page 8-11
4.0	How Well Are Services Working Together to Improve The Lives of Children, Young People and Families?	page 11-14
5.0	Assessing and Responding to Risks and Needs	page 14-15
6.0	Planning For Individual Children	page 15-17
7.0	How Well Do Our Services Lead and Improve Quality of Work To Achieve Better Outcomes for Children and Families?	page 18-21
8.0	Improving The Wellbeing of Children & Young People	page 22-23
	Outcomes Framework	page 24-50
9.0	Linking Our Plans Together	page 51-52

1.0 The Community Planning Partnership Area and the Context for Services for Children and Young People

Covering a land area of 690,899 hectares, Argyll and Bute is the second largest local authority by area in Scotland, after Highland (Census 2001). Argyll and Bute has the third sparsest population (averaging just 13 persons per square kilometer) of Scotland's 32 local authorities (Census 2001, 2011) and has more inhabited islands than any other Scottish local authority (Census 2001). Approximately 17.4% of Argyll and Bute's population live on islands (Census 2001).

The geography and population distribution of Argyll and Bute presents particular challenges when delivering services. These services are directed through four main areas:

- Helensburgh and Lomond
- Mid Argyll, Kintyre and Islay
- Oban, Lorn and the Isles
- Bute and Cowal

One in five of the population (20.4%) is aged between 0 and 19 years (NRS 2011-based Mid-Year Estimates; see table 1).

Table 1: Argyll and Bute's Population (NRS 2011-based Mid-Year Estimates)

Age group	Number	Percentage of total population
Under 5	4,065	4.5%
5-15	10,063	11.2%
16-19	4,196	4.7%
20-29	9,488	10.6%
30-44	14,775	16.5%
45-64	27,314	30.5%
65 and over	19,689	22.0%

Total population	89,590	100%
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Argyll and Bute vision commits partners across Argyll and Bute to “Working together to achieve the best for children, young people and families”. In order to achieve this vision we have agreed to frame our new Integrated Children and Young People’s Services Plan 2014/17 within the Getting It Right for Every Child framework and the well-being indicators. Effectively, this ensures that we link the outcomes set out in the plan with the local Single Outcome Agreement (SOA) and the relevant National Performance Framework (NPF).

This means that the partnership will focus on ensuring that:

- Our children have the best start in life to enable them to become
 - *successful learners*
 - *confident Individuals*
 - *effective contributors and*
 - *responsible citizens*

and that we continue to improve the life chances for children, young people and families at risk

The plan for 2014/17 focuses on activity undertaken by partners in relation to addressing the “Whole System” by using resources more efficiently creating a more streamlined joint plan for improvement and a suite of performance indicators which deliver real outcomes. The Scottish Government’s Early Years Framework (2008) and Early Years Taskforce Shared Vision (March 2012) clearly articulate how agencies need to prioritise investment in prevention and early intervention particularly focusing on children’s early experiences.

The Christie Commission on the Future Delivery of Public Services, places emphasis on the importance on moving towards prevention and reinvesting monies from high end service. Set against a backdrop of reducing public sector funding, the next three years present unique challenges and opportunities to look and how we can work differently, reducing duplication and encouraging innovation. Partners are

committed to managing the shift towards prevention and the current development of *Getting It Right for Every Child (GIRFEC)* and *Early Years' Service* has created a base from which further work can be taken forward.

The *Children and Young People Bill Scotland*, places significant requirement on partners to deliver services differently, an example of which is the "600 hours" of early learning and child care commitment for every child, to be implemented in 2014. Alongside this is the development of the new *Kinship Order*, *Children's Hearing System* and *Health and Social Care Integration Bill*, which will bring health and social work services closer together to deliver on outcomes for children, young people and their families.

1.1 The Community Planning Structure

Argyll and Bute's Community Planning Partnership

The Partnership was set up in 2001 to coordinate the delivery of services and other activities in Argyll and Bute to improve the quality of life and physical environment for residents and visitors to the area. The Partnership consists of a number of groups:

The Full Partnership

- this is the body that provides the governance - the overall leadership and representation to ensure that the different groups and organisations that make up the Partnership are focused on the community's priorities. It is chaired by the Leader of the Council, the person with the clearest democratic authority in the area.

The Management Committee

- this is the decision-making body for the Partnership. Partner agencies chair the Committee on a rotational basis. The Management Committee meets every two months and brings together all the stakeholders with the most significant influence on service delivery in Argyll and Bute. The Management Committee ensures that the work of the Partnership has the leadership and capacity to do its job.

Strategic Partnerships

- there are a number of strategic partnerships in Argyll and Bute helping deliver Community Planning outcomes.

Local Community Planning

- these local partnerships are made up of local representatives of Community Planning Partners and local communities.

2.0 Particular Strengths That Are Making A difference to Children, Young People and Families

- Positive Early Years HMIE and Care Inspectorate Inspections indicating improving standards of Early Learning and Childcare
- The development of Early Years' Service to provide an integrated approach to Early Learning and Childcare and working successfully with partners
- Effective targeting of teacher input to vulnerable 3 and 4 year olds.
- Intervening early through the implementation of GIRFEC to ensure child gets the help they need timeously. Improved transitions planning for Children with disability, increased partnership working with stakeholders
- Review support arrangements for all kinship carers of Looked After Children
- Reduced the numbers of young people in external residential placements.
- Implementation of Viewpoint and enhanced advocacy to ensure vulnerable children and young people's views are represented
- Develop consultation framework for all children and young people in Argyll and Bute.
- Develop services and response to children and young people who are distressed.
- Development of wider achievement and Skills for Work qualifications on offer to young people during their senior phase of Curriculum for Excellence
- Positive engagement of young people through Youth Work activities in schools and local communities

2.1 Examples of Good Practice & Future Priorities

NHS Highland has delivered a number of initiatives around smoking prevention, dental hygiene, sexual health and alcohol and drugs awareness and alongside this, Police Scotland provide inputs to students on drugs awareness, personal safety and internet safety. In addition, Police Scotland also offer work experience placements to secondary school pupils to provide them with an insight into policing and as part of this, participants are given access to divisional departments including CID, Community Safety, Community Policing and the Control Rooms. In relation to community fire safety, sessions are delivered in primary schools, with road and cycle safety continuing to be a priority throughout all schools across Argyll and Bute.

Active Schools offer a wide range of extra-curricular and community sports programmes an example of which is the partnership between Early Years, Active Schools and Football Development in the Dunoon area, with mini kickers coach education, equipment, resources and support. Supporting the development of additional physical activity programmes within the curriculum and providing young people with training and coaching experience.

Priorities for 2013/14 include:

- Further improving assessment and planning and our confidence in applying the assessment and planning framework
- Ensuring that all children subject to a child protection investigation - but not registered have a child's plan meeting
- Improving assessment and management of risk for LAAC and young people at risk
- Delivering targeted training for lead professionals and extending GIRFEC workshops
- Establish GIRFEC 'locality' champions to support staff and further embed the GIRFEC process
- Developing childcare services to support implementation of "600 hour" preschool provision in 2014
- Extending Early and Effective Information (EEI) to young children and young people reported missing to the police

- Implement quality assurance and auditing arrangements across services
- Implement improved governance arrangements linking Argyll and Bute to CPP

In relation to education, the development and implementation of the new risk management system across all secondary school pupils, which will allow for the early identification of young people at risk of disengaging and those at risk of not making a positive move from school to the workplace. This is supported by the recent pilot of new corporate parenting responsibilities within social work, ensuring that ALL young people who wish to experience the world of work are offered the opportunity of a work placement with the local authority. Once the pilot has been evaluated the offer will then be rolled out to include other community planning partners.

3.0 How Well Are The Lives of Children & Young People Improving?

3.1 Providing help at an early stage

The development of the Early and Effective Interventions Project (EEI) across the partnership has led to earlier identification of children with additional needs including looked after children. Where appropriate, adaptations and resources are provided earlier with the provision as required of pre-three placements, for children with additional and complex needs

Partners routinely share information about vulnerable children under the age of five, enabling the service to check that children have been registered with pre-school education and that services work together when children are identified as requiring additional support.

In relation to pre-school activity, Argyll and Bute meets the statutory requirement of 475 hours pre-school provision for all 3 and 4 year olds and alongside this considerable work has been undertaken in developing the Early Level of Curriculum for Excellence. An example of this work is that Early Level classes have been put in place in a number of establishments with a focus on active learning and the promotion of outdoor learning.

Argyll and Bute have developed and grown the Bookbug Early Years Programme over the last 5 years in partnership with colleagues from Health, Library Services, Creative Arts in Schools Team (CAST), Community Learning & Development, and the third sector. Key achievements include significant increase in the number of Bookbug Sessions we deliver, ensuring that children's literacy is improved by helping them to be ready for school. In addition Argyll & Bute are using these sessions to target targeted the delivery of "Bookbug Antenatal Pilot and Assertive Outreach".

In conjunction with previous identified activity, the "Opportunities for All Team", and its partners offer an activity programme which is aimed at those young people who are leaving school with no planned work placement.

3.2 Impact on Children, Young People, their Families and Community

Embedding the Getting it Right for Every Child practice model provides strong links across the partnership and ensures a shift towards outcomes focus service delivery and performance. Examples of the impact of this approach can be seen across the partnership with improvements in overall waiting times, a reduction in referral waiting times for Speech and Language Services and in relation to early intervention with children and families who are experiencing domestic violence.

The Argyll and Bute Alcohol and Drug Partnership Strategy 2013-2016 notes a series of key action points in relation to the impact of services delivery on children, young people and their families. These are:

- Ensure that parents are identified during assessment by drug and alcohol services to embed GIRFEC guidelines in the Single Shared Assessment
- Develop local data on children affected by substance misuse
- Build strong links between the ADP and Children and Families Services to ensure shared policy and procedures for child protection
- Further research young people's drinking patterns in Argyll & Bute to understand the reasons for the high level of alcohol consumption locally

- Further develop diversionary activities to support alternatives to substance use and to build capacity and resilience in young people
- Continue to work with vulnerable at risk groups of young people to support their needs and aspirations

Within the home setting, partners are committed to working to improve the availability of affordable housing and Argyll and Bute remain on target to deliver over 500 new affordable homes over the course of the current five year planning period. Alongside this, Housing Associations are undertaking a major investment programme to ensure all stock meets Scottish Housing Quality Standards. Argyll and Bute have also reduced homelessness and remodelled support services for families and young people, focussing on more flexible support with improved access to temporary accommodation.

The Welfare Reforms introduced in April 2013 has had significant impact on families and in response the Council and housing providers are working together to provide appropriate support to families through their Welfare Rights Team and Debt Advice Service. Demand for this service has risen in recent years. It is expected that advice, benefit maximisation and support within the new universal benefit system will be the focus of these teams.

The partnership continues to seek to reduce fuel poverty, there has been a 20% drop in the number of households in Argyll and Bute defined as in extreme fuel poverty. However, as with other areas across Scotland fuel poverty continues to be a significant pressure on families. Through our Financial Inclusion Strategy Argyll and Bute intends to improve income maximisation, better tackle fuel poverty, increase support for problem household debt management and improve access to financial services for the most financially excluded.

In addition the partnership has secured improvement in the numbers of young people accessing positive destinations after leaving school and the number of students opting to pursue Skills for Work and alternative qualifications. An increasing number of courses in secondary schools are delivered in partnership with Further Education Colleges, Community Learning and Development, Local Employers and Third Sector.

Across Argyll & Bute there are three gypsy traveller sites with further capacity still available within these sites. Health support is provided by two nurse co-ordinators, with additional child care supports and play facilities for families in the Duncholgan site. Each of these sites has different characteristics requiring different approaches; this approach is addressed in the current Gypsy Traveller Strategy which deals with developing increased awareness and improving access to services for traveller families.

In relation to improved sexual health and education, Argyll and Bute CHP has a long standing relationship with Waverley Care and Rape Crisis, including support groups for lesbian, gay and bisexual and transgender groups, one to one support and free condom provision, learning workshops and staff development sessions offered across education, health and the third sector.

Addressing the impact of service delivery for Children with a disability, all partners continue to have access to high quality respite care service through our partnership. Argyll and Bute social work have an established a designated Children with Disability Team who provide a specialist resource improving support for young people with a disability. In addition the team has been involved in the wider implementation of a transitions protocol overseen by an inter-agency Disability Transitions Group, with future plans to look to develop a fully integrated team.

4.0 How Well Are Services Working Together to Improve The Lives of Children, Young People and Families?

4.1 Planning and improving services

Argyll & Bute established a single point of contact for all child protection concerns, information on children at risk has been systematically shared with Police and markers are used to ensure that officers attending an address are fully aware of potential concerns. Child protection referrals and information sharing is being extended to children living in the same household as violent offenders, persons involved in drugs supply , the use of Class 'A' drugs and with education (for school holidays), ensuring all referrals are considered within 24 hours.

The partnership wide pre-birth assessment pathway, *Getting it Right Ante-Natally (GIRAN)* ensures that vulnerable pregnancies are assessed and that additional supports are arranged as appropriate, in addition, this group meets in all areas. Integrated risk assessments are in place for all looked after children (LAC) and children on the child protection register, with the formation of a formal debrief designed for improved multi-agency practice learning.

4.2 Participation of children, young people, families and other stakeholders

Child or young people are at the heart of everything we do and Argyll and Bute will ensure the use of pupil voices, support forums and consultation strategies ensure we place them at the centre of our thinking and action. A significant number of consultations take place across Argyll and Bute and the Community Planning Partnership has recognised the importance of involving children and young people in Community Planning. At a practical level the partnership has implemented a recommendation to include "Youth Matters" as a regular standing item on the agenda of all Area Community Planning Groups, with a standing invite for all the chairs of the local youth forums, to attend these meetings.

With regards to direct consultation with children, young people and their families, the "Taking a Closer Look" consultation, examined the experiences of three families, exploring their experiences of services following their de-registration from the Child Protection Register. The further development of this consultation process is planned over the next year, involving input from the third sector in relation to gathering the "Voices of Children " and the on-going support to children and their families through advocacy. Argyll & Bute Child Protection Advocacy Service, provided and delivered by Children 1st has noted positive feedback from both young people and staff. Advocates work with children and young people on a voluntary basis with the consent of their parent/carer. All children and young people have an individual work plan with outcomes set to support this work.

Some of the views captured from young people's experience of the service, were:

- *" It was good to have somebody to tell my stories too"*
- *" It allowed me to express myself"*
- *"I now know how meetings work"*
- *"An advocate is someone you can talk to about anything that is worrying you"*

Views of staff were;

- *" The methods used by the advocate are very gentle and I feel that they can be used by very young children. The report was exactly what we were looking for and even better because these were the words of the child"*

- *"It has been extremely useful to have the young person's views. The reports are great and I have been really pleased with the work Children 1st has done with the family"*

4.3 Quality Assurance

In order to ensure that service quality remains paramount for children, young people and their families, it is acknowledged that more work is required to ensure that all practitioners are involved directly with policy development. In relation to current performance management scorecards, there will be work done throughout 2013/14 to link and support quality improvement across agencies. It is a priority for the partnership to make sure that integrated quality assurance is seen as the "golden thread" which links activity with real and improved outcomes. Supporting this work, is the outcomes of the Education Service Validated Self-Evaluation (VSE) across the four themes of;

- § *the performance and impact of Opportunities for All, focusing on curriculum flexibility, skills for learning life and work and 16+ Learning Choices.*
- § *the impact of strategies to ensure the effective acquisition and retention of literacy skills from the early level to the second level in preparation for the coordination of a cohesive approach to literacy within Argyll and Bute.*
- § *the performance and impact of an integrated Early Years Service in terms of creating a positive start for children and their families.*
- § *the Education Service's work to strengthen its approach to reviewing the quality of education provided by its schools.*

which were considered to be of high quality Education Scotland team.

For young people, the Youth Services has developed practical local engagement with secondary schools, including the provision of Youth Worker and Youth drop-ins, for young people to discuss health issues either in a group or one to one basis.

In relation to the recent Joint Inspection of Children and Families Services a number of key areas were identified in which the quality of work across the partnership is beginning to make a difference in the lives of children and young people across Argyll and Bute. The inspection highlighted a number of strengths which included:

- The strong commitment to prevention and early intervention
- A very positive culture of partnership working at all levels
- The flexible approach to working with families to improve outcomes for children and young people
- Sound work to promote strong and resilient children, young people and families
- It is also gratifying that inspectors also highlighted three areas of good practice which are:
- Getting it right antenatal - our interagency approach to identifying and supporting vulnerable pregnant women, which is having a significant impact on giving unborn babies the best start in life
- Early intervention service - known as Billy's Project, this service provides high quality intensive support to vulnerable children and young people
- Nurse coordinators - working to support children in care, families affected by homelessness and Gypsy traveller families

It is also clear from the joint inspection that there are still some real challenges for the partnership with further progress required in a number of areas, including the quality and consistency of our:

- Identification and initial response to children at risk and especially those experiencing neglect
- Assessments of the needs of vulnerable children
- Assessment and response to children at risk
- Planning to improve outcomes for children

Over the coming year the Community Planning Partners will be working with staff from across all agencies and services to:

- Secure further and continuous improvement in the quality of assessment of risks and needs and planning for individual children

- Implement the Integrated Children's Services Plan
- Continue to develop rigorous and systematic joint self-evaluation to improve outcomes for children and young people
- Ensure continued leadership and direction is provided to implement the planned improvements for services for children, young people and families

5.0 Assessing and Responding to Risks and Needs

In relation to the assessment and management of risk, Argyll and Bute have sought to underpin service improvement using the *Getting It Right For Every Child* practice model. An example of this work is the identification and response to young people who are self-harming through guidance, training and partnership working. A short-life working group has been established to ensure that the *Suicide & Self-Harming Protocol* is being used consistently and that all children presenting with suicidal ideation or self-harming behaviour are seen by the *Children and Adolescent Mental Health Services*. Alongside this, the *Abuse and Trauma Recovery Service* has been jointly commissioned to improve access to specialist services, with *Clinical Psychologists* regularly consulting and provide training, resulting in staff feeling more confident in dealing with challenging behaviour.

Through and After Care Service, provides a seamless support to care leavers, working closely with agencies which are facilitated by a central and local forums. The model of service delivery is currently being reviewed to ensure a personalised approach for young people with creative solutions for young people living out with Argyll and Bute. In our residential units our young people have developed a *Peer Mentoring Project* with wider community involvement in the form of a "SUPPORT Forum", to ensure that children and young people feel empowered and able to influence decision making.

The integration of social workers into the *Argyll & Bute Addictions Team (ABAT)* has provided specialist addiction social workers to support social services child protection process where substance misuse is involved.

6.0 Planning for Individual Children

Within Argyll and Bute there continues to be a strong commitment to the sustained implementation of the principles and practices of *Getting It Right For Every Child*, to underpin our assessments and planning for children and young people.

As part of this , every child and young person in Argyll and Bute has a "Named Person". The named person will work within universal services and usually be a health or education professional. These individuals are responsible for making sure that the child has the right help in place to support his or her development and well-being across the following life stages;

Child's Age	Named Person
Antenatal - 10days	Midwife
10 days - school entry	Health Visitor
Primary school age	HT/Depute Head/Principal Teacher
Secondary school age	HT /DHT Pupil Support/ Support Teacher

Where a child needs the involvement of two or more agencies working together to deliver services, a Lead Professional is appointed, they are responsible for co-ordinating multi-agency assessment planning to make sure that the different services provide a network of support in an appropriate and timely way.

Professionals are usually identified at a Child's Plan meeting and are the person best placed to coordinate the support, when the child is looked after or there are child protection concerns, the lead professional will always be a qualified social worker. Children with significant additional needs are increasingly assessed using the *Getting It Right for Every Child*, assessment framework and have an interagency Child's Plan which identifies clear outcomes and outlines how agencies will engage with the child and their family.

In order to maintain an individual child centred approach, key measures have been put in place, including;

- A reconfiguration of children's service teams within Argyll and Bute Community Health Partnership will strengthen leadership, support and supervision for all staff working with children and young people
- Midwives and Health Visitors (HVs) provide pre-conception care, breastfeeding support and advice, screening tests, immunisations and developmental reviews
- Getting it Right from the start proposes to promote early intervention in line with key principles.
- The Family Support and Parenting Strategy provide a framework for parenting ensuring a consistent approach across Argyll and Bute to measuring the impact of parenting programmes, this work continues to develop.
- The web based Family Information Service has been improved to facilitate easier access to a wide range of information for parents/carers and other stakeholders.

In addition, a number of measures have been put in place to improve the Maternal and Infant Nutrition of families , including baby friendly accreditation which involves measures to support the increased number of women exclusively breastfeeding at 6 - 8 weeks. Alongside this, "Bosom Buddy" groups also provide additional breastfeeding support and advice though volunteer peer supporters working in the community.

Strategies to help improve and promote child healthy child weight has seen the development of a six week partnership programme, delivering healthy eating and physical activity sessions delivered in schools and early years establishments, as well as one to one and group sessions in the community

In recognition of the need to ensure all children reach their developmental milestones by 30 months the 27 - 30 month review has been reintroduced.

6.1 Staff Training, Development and Support

Argyll and Bute Integrated Children's Learning & Development Subgroup has been developed with an overview of single and interagency child protection and integrated services training. The strategy for 2014-17 will ensure that all training, meets national and local objectives in contributing to the protection and wellbeing of children and young people in Argyll and Bute.

Key objectives are:

1. Agree, prioritise and evaluate multi-agency training
2. Ensure multi-agency training meets local and national needs
4. Reflect on lessons learned from Inquiries, Inspections and Initial/Significant Case Reviews
5. Ensure that the training programme reflects and contributes to continuous improvements in service to protect and promote the wellbeing of children and young people and improve their outcomes

7.0 How Well Do Our Services Lead and Improve Quality of Work to Achieve Better Outcomes for Children and Families?

7.1 Leadership of People

Argyll and Bute Children's Group

The Argyll and Bute's Children's Group, has overall responsibility for ensuring that the strategy for children's services is coordinated and delivered, this group is also responsible for overseeing the implementation of the Integrated Children and Young People's Service Plan.

Overall it has responsibility for joint strategic planning of services for children, young people, and families and membership is drawn from a wide range of partners.

The work of the Argyll and Bute Children is supported by the five multi-agency executive groups, responsible for ensuring that the outcomes contained within the plan are progressed and reported across the partners.

Executive Groups

The development 5 Executive Groups reflects the commitment to ensure local needs are met within the plan. Four local executive groups across Argyll and Bute drive the plan at a local level and the Getting it Right For Every Child, Implementation Group will drive changes across all services to promote the practice model. Working together Argyll & Bute will ensure that the all children receive the help they need when they need it and the model is embedded within services.

The group comprises of senior managers with a role for developing and co-ordinating services and overseeing the implementation of the Integrated Children and Young People's Service Plan.

Thematic Groups

There are three themed groups supporting the Executive Groups, the themes are divided across the lifespan Children in their early years, primary school aged children and young people. Each group will have a delivery plan based on the Integrated Children and Young Peoples Service Plan, including themes of keeping children safe, substance misuse, domestic violence and looked after children. The group will monitor the plan and report progress to Executive groups through exemption reporting.

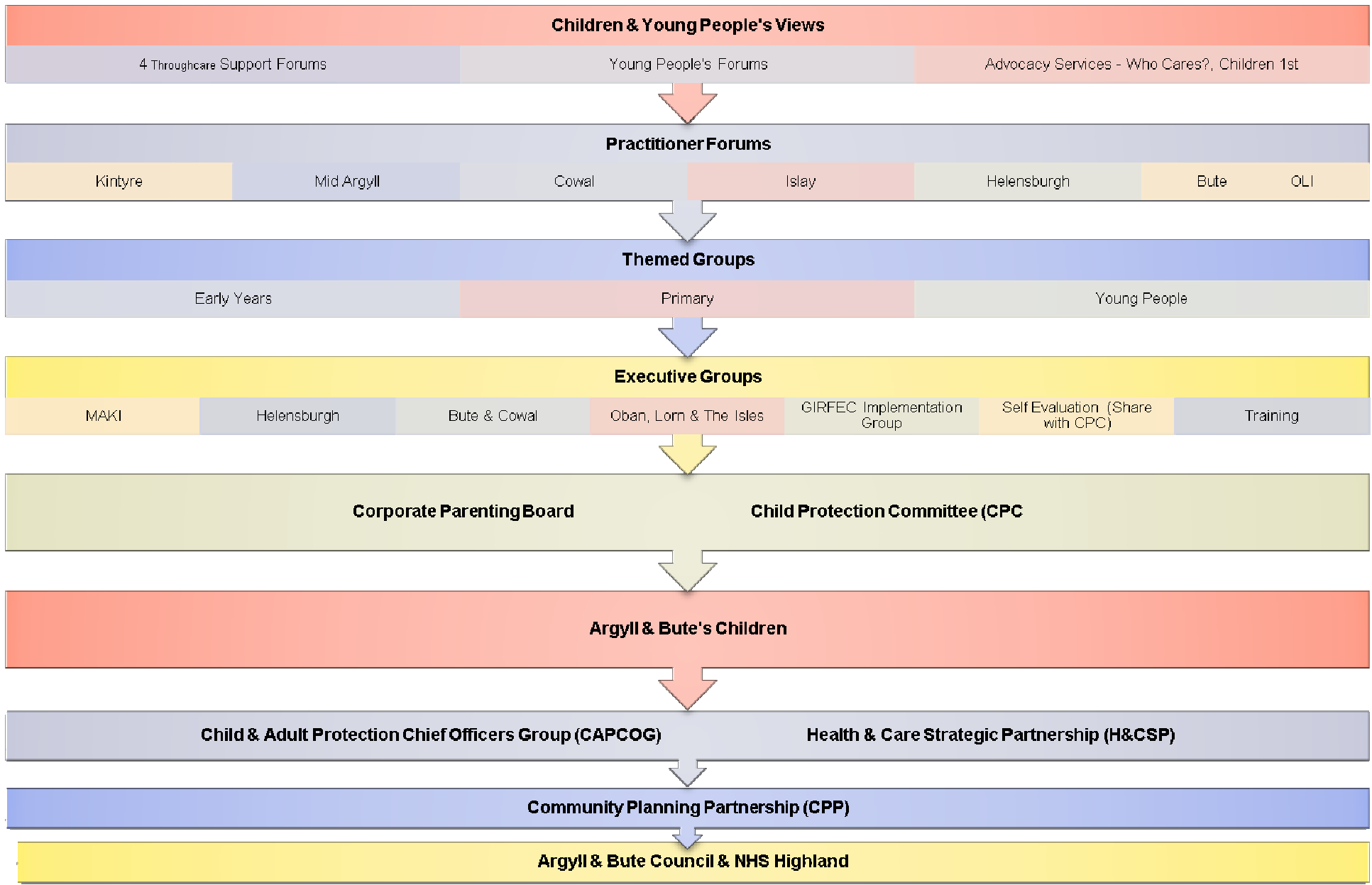
The group comprises of operational managers and staff who role is to deliver services across the spectrum of service for children and young people across Argyll and Bute.

Practitioner Forums

In 2008 the Argyll and Bute's Children's Group established seven Locality Children's Service Groups across the Council area. For 2013 Argyll & Bute have bought together these groups to develop Practitioners Forums in each area , there are 7 practitioner forums in

total. Front line practitioners will come together to ensure Argyll & Bute are delivering improved outcomes for our children, young people and their families. The groups will meet quarterly to take forward actions and can also meet locally to look at specific challenges surrounding service delivery and design.

The chair from practitioner's forums will be members of the thematic and executive group. Exemption will be used to report progress



7.2 Making Improvements By Evaluating Our Own Efforts

Argyll and Bute are currently working to improve and develop joint management information and performance reporting systems which will give greater granularity in relation to the delivery of outcomes through self-evaluation. Staff and pupils will work to develop a new vision for the Child Protection Committee and Argyll and Bute's Children and as part of our improvement in staff and public communication, a systematic upgrading of our website has taken place and Argyll and Bute are currently revising all of our service information leaflets.

In addition we have continued to extend our approaches to self-evaluation with a number of key areas identified as:

- Senior Managers are visible and meet with staff and young people on a regular basis.
- Improved our initial response
- Health are consistently involved in decision making regarding child protection
- Simplified approaches to risk assessment.
- Briefing and debriefing process has given us an opportunity to accelerate multi-agency learning and disseminate good practice
- Staff has a better understand of their role in leading change

In Argyll and Bute practice improvement and outcomes are delivered within a learning culture where partners, children and young people and their families remain central to this process.

8.0 Improving the Wellbeing of Children & Young People

Argyll and Bute Community Health Partnership have initiated a reconfiguration of children's service teams to ensure robust leadership, support and supervision for all staff working with children and young people. For the duration of this plan children & families will restructure to ensure the right staff in the right place to deliver improved outcomes for vulnerable children, young people and their families.

The Family Support and Parenting Strategy ensure a more consistent approach across Argyll and Bute to measuring the impact of parenting programmes and alongside this the web based Family Information Service has been improved to facilitate easier access for parents/carers and other stakeholders.

The *Getting it Right For Every Child*- Implementation Plan, key objectives are:

- Universal Services (Health and Education) focused on embedding Named Person and Lead Professional Roles ensuring children and young people's needs are addressed in the most proportionate and timely manner by arranging Childs Plan meetings
- The implementation of the National *Getting it Right for Every Child* practice model by all agencies for assessment and planning children's needs
- Further develop the pre-birth pathway and antenatal plan for vulnerable babies
- Social Work prioritised the development of revised approaches to risk assessment and risk management in child protection and for Looked After and Accommodated Children, based upon the national assessment framework
- Police prioritised improving responses to domestic abuse and the establishment of Early & Effective Intervention project
- Argyll and Bute's Children initiated a review of integrated children's services planning arrangements to improve governance and support for the implementation of *Getting it Right for Every Child*.
- Implementing a *Getting it Right for Every Child* based approach to identifying additional support needs of pre -school children
- In Argyll and Bute we have created a learning culture; WHERE WE LEARN FROM THINGS WE COULD HAVE DONE BETTER AND things we have done well.

8.1 Early Years Collaborative

The Early Years Collaborative uses teaching improvement science, to make small scale changes which can be replicated on a larger scale to improve outcomes across early years.

Across the partners Argyll & Bute have established a working group to take forward the key national principles for children and young people, within the context of *Getting it Right for Every Child* and Early Years Framework. The four main work-stream drivers and national stretch aims identified at a national level are:

- To ensure that women experience positive pregnancies which result in the birth of more healthy babies as evidenced by a reduction of 15% in the rates of still births (from 4.9% per 1000 live births in 2010 to 4.3% per 1000 live births in 2015) and infant mortality (from 3.7% per 1000 live births to 3.1% per 1000 live births in 2015)
- To ensure that 85% of all children within each Community Planning Partnership have reached all of the expected developmental milestones at the time of the child's 27-30 month health review by end of 2016
- To ensure that 90% of all children within each Community Planning Partnership have reached all of the expected developmental milestones at the time the child starts primary school by the end on 2017

The development of a series of small scale tests is underway across the partnership in relation to these stretch aims, an example of which is vitamin use to support healthy pregnancies. The testing is done using data from the Argyll and Bute locality and using the Plan, Do, Study, Act (PDSA) Model of reporting and analysing the effectiveness of small scale change

Safe

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
All our children and young people should be protected from abuse, neglect and harm.	Children in need of protection are identified and receive prompt help to keep them safe and protected from harm.	Social Work Education NHS Highland Police Health Social work, Third Sector	All Child Protection (CP) concerns are responded to consistently within the same working date.	100% of Child Protection investigations will have Inter-agency Referral and Tripartite Discussion within 24 hours	Child Protection Committee (CPC)	2014-17
	Work together to ensure that pregnant women with additional needs & babies stay safe	Police, Social Work, NHS Highland, Education, Third Sector	All identified babies have and antenatal or Child Protection plan	100% of identified babies aged 0-1 years will have an anti-natal assessment completed by the midwife by 20 weeks.	Early Years Group (EY) Child Protection Committee (CPC)	2014-17
	Ensure that partners work together to respond to children affected by domestic violence	Police, Social Work, NHS Highland, Education, Third Sector	Improved identification & support for children affected by domestic violence	100% of children who are affected by domestic abuse will have a child's plan	Child Protection Committee (CPC)	2014-17
	Pathway for young people who are	CAMHS, Abuse &	All young people receive an	Increase by 2% number of staff	Child and Adolescent Mental Health Service,	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	suicidal and self-harming implemented across agencies	Trauma Service, Social Work, NHS Highland, Police, Third Sector	interagency response	attending GIRFEC YP who self-harm training across Argyll & Bute Increase by 2% number of young people accessing support from Abuse & Trauma Service 100% of children and young people reporting they feel safe at review	Abuse & Trauma Service, Young People Group (YPG)	
	Agencies work together to ensure that Integrated Chronologies become a part of daily practice	NHS Highland, Social Work, Third Sector	Integrated Chronologies are used by practitioners to inform practice	Increase by 10% the number of staff attending training on chronologies across Argyll & Bute	Child Protection Committee (CPC)	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				Increase by 10% the overall number of chronologies completed across Argyll & Bute		
	Work together to implement local risk assessment informed by National Risk Assessment tool kit	NHS Highland ,Social work, Third Sector	All staff are aware of the National Risk Assessment Tool Kit and use this knowledge to inform	Increase by 10% number of staff attending training on risk assessment 100% of looked after children who have risk assessment within 7 days 100% of children on the child protection register will have risk assessment	Child Protection Committee	2014-17
	Key agencies work together to ensure that the newly revised national Getting Our Priorities Right	NHS Highland ,Social work, Third Sector	All staff are aware of the Getting Our Priorities Right guidance(GOPR)	Increase by 10% the number of staff completing training on GOPR Increase by 5%	Child Protection Committee, Argyll & Bute Alcohol and Drug Partnership	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	(GOPR), informs new local guidance			the number of child's assessment plans that identify substance misuse as an issue		
Safe from Accidental Injury and Death	Staff across Health and Social Work will support safety in the home by a) Under taking home safety assessments with very vulnerable families b) Attending home fire safety training course	Scottish Fire & Rescue	Reduction in fire deaths and accidents	Increase by 2% the number of home safety checks completed by the fire service Increase by 10% the number of staff attending home safety training 100% of home safety visits recorded on CareFirst system	Social Work Scottish Fire & Rescue Thematic Groups	2014-17
	A range of Young Driver Safety Initiatives will be delivered to S5 and S6 pupils in school to improve young people's awareness of the increased risks associated with being a new driver	Road and Environment and Education	Reduction in road crashes by young drivers	10% increase number of young drivers trained through Driver Safety Initiative 10% increase number children taking Cycling Proficiency	Road and Environment and Education, Argyll and Bute Council	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	Continue to work with Coastguard Service in relation to water safety education and promotion	Social Work, NHS Highland, Education	Reduction in deaths associated with water based activities	30% reduction in the number of children drowned (under 15yrs) in Argyll & Bute	Coastguard Service, Child Protection Committee	2014-17
Safe from bullying and harassment	<p>All pre-5, primary, secondary and special establishments will:</p> <p>a) Review their anti-bullying policies in line with the revised authority police and national guidelines</p> <p>b) children and young people aged 3-18yrs receive education on how to protect themselves from bullying, including cyber-bullying</p> <p>c) children and young people aged 3-18yrs receive education in keeping themselves safe.</p>	Education, Police Scotland/ Respect Me	All children and young people will be aware of anti-bullying policies and be able to keep themselves safe	<p>100% schools have reviewed their anti-bullying policies</p> <p>15 local anti-bullying trainers appointed (funding dependent)</p> <p>100% of schools offer curricular provision on anti-bullying</p> <p>100% school clusters have offered parents an internet safety awareness session</p>	<p>Young People Group</p> <p>Child protection Committee</p>	March 2014

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	Information/advice and training will be made available to children/young people and parents					

Healthy

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Children and young people should enjoy the highest possible attainable standards of physical and mental health	Partners work together to ensure children, young people and families are supported to access immunisation	NHS Highland, Social Work, VOL Orgs, Third Sector, Education	All children, young people and their families will be able to access support and services to help promote increased health and wellbeing	Primary immunisation uptake is 95% or above at 24 months	Early Years Group	2014-17
	Work together to promote and assist children and young people in having good oral health	NHS Highland/Social Work/ Education/ Early Years	All children, young people and their families will be educated and supported to improve their dental health 100% nurseries participating in Childs mile Core 20% of primary School participating in	60% of 3& 4 year old children in each SIMD quintile to receive at least two applications of fluoride varnish per year by March 2014 Increase % of 2 year old children registered with a dentist Increase by 2% the	Oral Health Improvement Manager-NHS Highland	March 2014

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
			<p>Childsmile Core</p> <p>All children receive an oral health assessment and the outcome is recorded as part of their 6-8 week assessment</p>	<p>number of nurseries participating in Childsmile Core and the proportion of the roll toothbrushing</p> <p>Increase by 2% the number of primary schools participating in Childsmile Core and the proportion of the roll toothbrushing</p>		
	<p>Services work to support children, young people and their families to know about the long-term benefits of healthy eating and exercise</p>	<p>NHS Highland/SW/Education</p>	<p>More children and young people are supported to be active and understand benefits of a healthy diet and exercise</p>	<p>95% of Primary 1 pupils have height and weight recorded</p> <p>By March 2015 , the partnership will have ensured that 235 children have healthy weight interventions</p> <p>By March 2016, the partnership will have ensured that 240 children have healthy weight interventions</p>	<p>NHS Highland/SW/Education/EYG/Primary Group/Young People</p>	<p>2014-17</p>

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				By March 2017, the partnership will have ensured that 246 children will have healthy weight interventions		
	All partners are involved in ensuring that young mothers are aware of the benefits of breast feeding	NHS Highland/SW/Education	Increased number of children exclusively breast fed at 6-8 weeks	33.3% or above babies are breast fed at 6-8 weeks 33.3% or above antenatal mothers accessing 'Mellow Bumps' initiative	NHS Highland/SW/Education/Early Years Group	March 2015
	Services will work together to actively promote the benefits of smoke free homes and cars in pregnant women through groups and 1:1 sessions.	NHS Highland/SW/Education	Reduction in the number of pregnant women at risk of second-hand smoke	Reduce by 2% the numbers of women smoking in pregnancy	Early Years Group	March 2017
	All partners work to ensure that young mothers are aware of the issues which may affect the weight of their unborn babies	NHS Highland/Social Work / Education/Community Planning Partners	Through education and intervention the number of babies born with a lower than average birth weight is reduced	Early Years Stretch Aim 1 : To ensure that women experience positive pregnancies which result in the birth of	Early Years Collaborative: Early Years Group	March 2017

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				more healthy babies as evidenced by a reduction of 15% in the rates of still births(from 4.9 per 1000 births in 2010 to 4.3 per 100 births in 2015) and infant mortality (from 3.7 per1000 live births to 3.1% per 1000 live births in 2015)		
	Work with partners to promote improved outcomes for Looked After Children improved	Social Work/NHS Highland	Looked after and looked after and accommodated children and young people are supported to be as health as they can be	<p>100% of Looked after and accommodated and Looked after children receive initial health assessments</p> <p>100% are registered with General Practitioner</p> <p>100% are registered with dentist and oral health care is provided</p> <p>100% are registered with</p>	Getting it Right for Looked After Children Group , Young People Group	March 2017

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				<p>optician and eye check is offered if required</p> <p>100% of immunisations are complete for age</p>		
	Work in partnership to ensure young carers health and wellbeing is not affected by their caring role	NHS Highland/Social Work/Education	Young carers are given the appropriate levels of support and assistance to carry out their caring role	<p>Increase by 2% the number of young carers identified at the time of assessment</p> <p>Increase by 10 % the number of young carers identified and supported by local carers projects</p>	SW	March 2015
	Ensure services are able to support the emotional wellbeing of care leavers	NHS Highland/Social Work/Education	Development of robust through-care and after-care services to help care leavers adjust to their community setting	<p>CA32-% Care leavers with pathway coordinator</p> <p>CA34-% of care leavers with pathway plan</p>	Getting it Right for Look After Children Group, Young People Group (YPG), Primary Group (PG)	2014-17
	Services will work together to ensure all secondary school	Education/ NHS Highland/Soci	All secondary school children and young people	100% of secondary aged children and young people	Primary Group , Young People Group, Youth	June 2014

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	children have access to sexual health education	al Work / Youth Services	have access to sexual health and relationships advice in their communities	have the opportunity to engage with sexual health and relationships education	Services	
	Children, young people and their families will have easier access to mental health support services	NHS Highland/SW	Access to mental health services will improve	HEAT target – faster access to mental health services/18 weeks referral to treatment	Primary Group , Young People Group	2014-17
	Work together to ensure that children and young people get access to trauma services	Education Psychology Service/ Education/ Child and Adolescent Mental Health Services	Improved service response to traumatic events	100% of schools and Social Work offices are able to offer children and young people access to trauma services	Education Psychology	June 2014
Continue to improve the effects of substance misuse on children, young people and their families	Continue to work across all agencies to minimise the effect of substance misuse on children, young people and their families	Alcohol and Drug Partnership/ Voluntary Organisations/ Third Sector/ Police, Scotland / Youth Services/ NHS Highland/Soci al Work	Health in Argyll and Bute is maximised and communities feel engaged and empowered to make healthier choices regarding alcohol and drugs Effective integrated	Reduce by 5% the number of children on the child protection register as a result of parental substance misuse Reduce by 2% the number of alcohol related admissions to hospital in the	Alcohol & Drug Partnership, Child Protection Committee, Early Years Group, Primary Group , Young People Group, Youth Services	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
			<p>pathway is established, offering a flexible range of services from assessment to recovery, is in place in Argyll and Bute</p>	<p>younger age groups</p> <p>Reduce by 5% the rate of youth offending</p> <p>Ensure that 100% of young people in Argyll & Bute are able to access as appropriate, activities in their communities, which are free from drugs and alcohol</p> <p>Ensure that young people are encouraged to participate in local substance misuses forums</p>		
	<p>Develop events and materials for young people about drugs, working with education professional</p>	<p>Youth Services/ Alcohol & Drug Partnership/Police Scotland/ Public Health</p>	<p>Individuals, families and communities in Argyll and Bute are protected against substance misuse harm</p>	<p>- % of schools delivering drug awareness events</p> <p>- % of pupils that rate the quality of information provided as good</p>	<p>Alcohol & Drug Partnership (ADP), Youth Services</p>	<p>2014-2017</p>

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				<p>or excellent</p> <p>- % of pupils that rate their awareness of drugs and the harm they pose as good or excellent</p>		
	<p>Work with partners to provide positive alternatives for young people, building on Cashback for Communities</p>	<p>Police Scotland/ Youth Services</p>	<p>Children affected by parental misuse are protected and build resilience through the joint working of adult and children's services in Argyll and Bute</p> <p>Learners develop their understanding on the risks of use and misuse of substances and the impact on their life choices through Curriculum for Excellence</p> <p>A range of targeted events and activities are</p>	<p>- number of events provided for targeted population</p> <p>- attendance levels at events</p> <p>- % targeted population affected by events and activities</p> <p>- successful bids/income gained through Cashback for Community funding applications</p>	<p>Alcohol & Drug Partnership (ADP), Youth Services</p>	<p>2014-2017</p>

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
			provided to support young people to make the right life choices			
	Work with partners to reduce the incidence of young people smoking	NHS Highland, Social Work, Community Partners	Reduce current smoking prevalence	Reduce the numbers of children smoking by 10%, by 2017	Young People Group	2014-17

Achieving

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Children and young people should have access to positive learning environments and opportunities to develop their skills	Partners work together to ensure attainment of looked after children continues to increase	Argyll Voluntary Action	Personal development course, confidence building, motivational and goal setting programme	Number of children attaining ASDAN certificates in : Personal and Social Development, Access 1,2&3, Certificate of Personal Effectiveness and Award for Personal Effectiveness	Argyll Voluntary Action	2014-17
	Key partners work together to work towards reducing school exclusion	Education/ Education Psychology/ Social Work/ NHS Highland	Analysis of attainment of looked after children shows increased levels of attainment	Increased % of attainment across S4,S5& S6	Primary Group, Young People Group	June 2015
	All agencies work to improve family literacy and numeracy	CLD/Social Work/NHS Highland	Impact of new exclusion policy on the educational	10% reduction in education time lost through exclusions	Primary Group, Young People Group	

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	<p>Planning meetings will be in place for all children and young people with Autistic Spectrum Disorder to assist with the transition from primary to secondary education, involving the person, key partners and families.</p>	<p>Education/ Education Psychology/ Social Work/ NHS Highland</p>	<p>opportunities of looked after children</p> <p>Improved literacy and numeracy enhances life chances of children, young people and their families</p> <p>All children in Argyll & Bute with Autistic Spectrum Disorder(ASD) making the transition between primary and secondary school will have a transitions planning meeting</p>	<p>Increase by 5% the number of visits to libraries</p> <p>Increase by 5% number of visits/usages to council owned and/or funded museums</p> <p>85% of libraries are used by other agencies</p> <p>Increase by 5% number of archive enquiries</p> <p>100% of children with ASD will have a transitions plan in place to assist in making the transition from Primary to Secondary education.</p>	<p>Argyll & Bute Autism Strategy Group</p>	<p>2014-17</p>

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	Community planning partners work together to make sure that all children achieve their full potential	Social Work /NHS Highland/Community Planning Partnership	30 month old children reach their developmental milestones All children have reached their expected developmental milestones in readiness for going to school	Early Years Stretch Aim 2: To ensure that 85% of all children within each Community Planning Partnership have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review, by end 2016 Early Years Stretch Aim 3: To ensure that 90% of all children within each Community Planning Partnership have reached all of the expected developmental milestones at the time the child starts primary school , by the end 2017	Early Years Collaborative, Early Years Group	2014-17
Children and young people should have access to learning to	Work together to offer all children and young people a wide range of educational	Education/Social Work / Youth Services	Young people are encouraged to realise their full potential	Increase by 5% number of young people gaining accredited achievement	Young People Group, Youth Services	June 2014

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
maximise their skill and potential	experiences which challenge and support appropriately, developing the whole child		Young people are given the opportunity to participate in a relevant work placement opportunity	awards 100% of senior phase pupils should have access to a relevant work placement		
Children and young people are valued and supported to be the best they can be	Partner agencies provide more creative and positive local opportunities for training and employment for young people	Argyll Voluntary Action	Continue to run Social Media Cafes and encourage Argyll Young Entrepreneurs through the website "AYE" increasing the number of young people wanting to go into business for themselves.	Increase by 10% the number of young people accessing media cafes and the Argyll Young Entrepreneurs website	Argyll Voluntary Action	2014-17
	Encourage and celebrate Youth Achievement	Argyll Voluntary Action	Through Saltire Awards Scheme, endorsed by the Scottish Government, the awards recognise and applaud young people that volunteer.	Increase by 10% the number of young people gaining accredited ASDAN certificates and saltire awards	Argyll Voluntary Action	2014-17
	Ensure that all children and young people with Autistic	NHS Highland, A&B Community	A clear pathway will be developed across the	100% of children and young people affected by Autistic	Argyll & Bute Autism Strategy Group	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	Spectrum Disorder are able to access a clear pathway for assessment and support across the partnership	Health Partnership, Social Work, Autism Argyll and Scottish Autism	partnership linking with Best Practice Indicator 6:	Spectrum Disorder will follow a clear and jointly agreed pathway in relation to improving their assessment, diagnosis and intervention.		

Nurtured

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Children and young people should live within a supportive family setting	Partners work to ensure kinship carers receive the right support at the right time by the right people	Argyll Community Housing Association, Social Work, private landlords locally	Children and young people receive support to live in a family setting	5% reduction in household assessed as homeless CA28a - % of LAAC in kinship placements	SW, Early Years, Young People and Primary Groups	2014-17
	Work together to enhance and develop respite/short break options	Social Work/NHs Highland	A range of respite options are made available to children, young people and their families	Increase by 10% the number of children and young people accessing respite		2014-17
	Partners work together to reduce the time decision making in relation to permanency	Social Work/NHs Highland	Timescales are reduced in relation to permanency decision making	CA21 - % LAAC > 1yr with a plan for permanence		2014-17
	Corporate Parenting adopted across	Social Work/NHs	Raised awareness of corporate	Ensure that 100% of partner agencies		2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	partner agencies.	Highland	parenting amongst elected members, senior officers and partners	area aware of the Corporate Parenting Policy		
Children and young people feel secure and cared for	Work together to reduce the number of children and young people experiencing homelessness	Argyll Community Housing Association, NHS Highland and Social Work	Children and young people should, where possible, be supported to live in a family setting	5% reduction in households assessed as homeless	SW, Early Years, Young People, Primary Groups	2014-17
	Work together to reduce the number of external placements for looked after and accommodated children	Social Work/NHS Highland	Reduction in admissions to residential care setting	CA16 – Number of children in Argyll and Bute's Residential Units	SW, Primary, Young People Groups	2014-17
	Agencies work together to increase the opportunities for sibling groups to be together	Social Work/ NHS Highland	Opportunities will be made for sibling groups to be placed together	CA22 - % Looked After and Accommodated children, sibling groups accommodated together	SW, Early Years Group, Primary Group, Young People Group	2014-17
	Role of Children's Champion developed by key agencies	Social Work/ NHS Highland	All looked after children, staff and key stakeholders are aware of the	100% of stakeholders will have access to Children's	SW, Corporate Parenting Board	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
			Children's Champion and have ready access to him/her.	Champions as required.		
Live in a safe and secure environment	Partners work together to ensure that there is improved availability of suitable housing	Social Work, NHS Highland Third Sector, Argyll Community Housing Association, private landlords	Vulnerable children and families are protected and supported in sustainable ways in their communities	Increase by 2% the number of new specialist housing completed per annum. Increase by 2%the number of new and affordable homes completed per annum	Strategic Housing Forum	2014-17
	Work together to make sure that all families have access to flexible early learning and childcare	Early Years Team, Private providers, child-minders, Argyll and Bute's Children	All children and their families have access to 600hrs of child care provision	100% of children offered 600 hours childcare provision	Early Years Team	March 2015

Active & Included

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
All our children have increased opportunities and are encouraged to participate in play, recreation and sport	Active: Work together to ensure that all children and young people have access to a range of sports activities at school	Social Work/ NHS Highland/Education/ Active Schools	Young people are able to recognise the health and wellbeing benefits of being more active	100% of schools providing, 2 hours physical education per week in schools curriculum	Education, Primary Group, Young People Group	June 2014
	Active: Agencies work to ensure that children and young people have opportunities to use the outdoor environment as part of their curriculum	A&B Leisure/NHS Highland/ Education/ Active Schools	Ensure there is equity of opportunities for participation across all groups of children and young people	Increase by 5% the number of children actively involved in out of schools activities Increase by 2% the number of clubs linked to schools	Active Schools	2014-2017
	Included: Work together with parents, young	SW/NHS Highland/Educ	The views and comments from	Ensure that children, young people and	SW	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	people and children to help shape our services	ation/ Active Schools	children, young people and their parents are used to inform service decisions and design	their parents are involved, where appropriate , in service redesign		

Respected & Responsible

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
Children and young people have their voices heard and be encouraged to play an active and responsible role in their communities	Work together to ensure that children and young people have a voice in developing services and are able to influence community decision making	Social Work /NHS Highland/ Third Sector/Vol Orgs/Young Scot/ CPP Corporate Services/Youth Services	The views and opinions of young people are fed into CPP structures and acted upon	5% increase in the number of young people attending Area Community Planning Groups 100% of community Planning Groups agenda must include standing item relating to young people Annual youth conference targeted specifically for the 12 – 24 year olds; the agenda and focus will complement that of the Community Planning Partnership	Young People Group through Youth Forums, Youth Justice	2014-17
	Continue to develop advocacy services	Children 1 st ,	Development of "Voices of Children" across	100% of children,	Children 1 st , Advocacy Service	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
	to support service improvement driven by live feedback from children, young people and their families	Social Work, NHS Highland	Argyll & Bute partnership	young people and their families will have access to advocacy and "Voices of Children"		
	Children and young people are supported by partner agencies to actively promote good citizenship	SW/NHS Highland/ Police Scotland /Third Sector Partnership /Vol Orgs/Youth Services/ Argyll Voluntary Action	Children and young people are supported to promote good citizenship and contribute to wider decision making. The views of young people are fed into the Community Planning Partnership and acted upon.	Increase by 2% the number of Young people involved with the Youth Parliament Increase by 5% the number of young people involved in youth bank Increase by 10% the number of young people achieving Saltire Volunteering Awards and representing their peers as Ambassadors Existing structures within the Thirds Sector Partnership will support a 10% increase in the number of young	Young Scot, Youth Services Argyll Voluntary Action Third Sector partnership	2014-17 2014-17 2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				people participating within community engagement		
	Key partner agencies will continue to work closely with Community Police and Criminal Justice Team	Criminal Justice Social Work(CJSW) /Police Scotland	We have contributed to making our communities safe from crime, disorder and danger	CJ72-% CJSW clients reconviction frequency- 1 year from starting supervision CJ63b-No of CPO supervision cases inducted within 5 days CJ70- Number of integrated care management meetings attended pre-release by Criminal Justice SW Team Reduce by 5% the number of number of Criminal Justice clients aged 16-18 Reduce by 2% the	Criminal Justice Social Work/Pyramid	2014-17

Outcome	Activity	Lead Agency & Partners	Success Measure	Performance Indicator	Progress Reported by	Timescale
				number of Criminal Justice clients aged 18-21		
	Involve young people in Community Planning	Community Planning Partnership/ Corporate Services/Youth Services	The views and opinions of young people are fed into CPP structures and acted upon	Annual youth conference targeted specifically for the 12 – 24 year olds; the agenda and focus will complement that of the CPP full partnership	Youth Services	2014-17

9.0 Linking Our Plans Together

Community Planning Partnership Themes	Integrated Children's Service Plan-Outcomes	Getting it Right for Every Child- Outcomes	Service Plans
<p>We have improved the life chances for children, young people and families at risk</p> <p>We live our lives safe from crime, disorder and danger</p> <p>Our young people are successful learners, confident individuals , effective contributors and responsible citizens</p> <p>Our children have the best start in life and are ready to succeed.</p> <p>We live longer and healthier lives</p> <p>We have tackled significant inequalities in Scottish life</p> <p>We are better educated, more</p>	<p><i>All our children and young people should be protected from abuse, neglect and harm.</i></p> <p><i>Safe from Accidental Injury and Death</i></p> <p><i>Safe from bullying and harassment</i></p> <p><i>Children and young people should enjoy the highest possible attainable standards of physical and mental health</i></p> <p><i>Continue to improve the effects of substance misuse on children, young people and their families</i></p> <p><i>Children and young people should have access to positive learning environments and opportunities to develop their skills</i></p> <p><i>Children and young people should have access to learning to maximise their skill and potential</i></p> <p><i>Children and young people are valued and supported to be the best they can be</i></p> <p><i>Children and young people should live within a supportive family setting</i></p> <p><i>Children and young people feel secure and cared for</i></p> <p><i>Live in a safe and secure environment</i></p>	<p>Assessment and Planning materials support staff to embed National Practice Model</p> <p>Assessments give due consideration to historic information</p> <p>We take a proportionate approach to managing risks and concerns Staff are confident to respond to the needs of children referred through EEI</p> <p>Protocols and systems support Named Person and Lead Professional in their roles GIRFEC compliance systems established</p> <p>Governance systems are reviewed and revised arrangements implemented</p>	<p>The life chances for looked after children are improved</p> <p>Children, young people and families at risk are safeguarded</p> <p>Vulnerable children and their families are given assistance to help them achieve the best start in Life</p> <p>We have contributed to making our communities safe from crime disorder and danger</p>

skilled and more successful, renowned for our research and innovation

All our children have increased opportunities and are encouraged to participate in play, recreation and sport

Children and young people have their voices heard and be encouraged to play an active and responsible role in their communities

If you would like this document in another language, Braille or easy-read format, or if you require the services of an interpreter, please contact us.

Ma tha sibh ag iarraidh an sgrìobhainn seo ann an cànan no riochd eile, no ma tha sibh a' feumachdainn seirbheis eadar, feuch gun leig sibh fios thugainn.

Jezeli chieliby Państwo otrzymaO ten dokument w innym języku lub w innym formacie albo jeeli potrzebna jest pomoc Uumacza, to prosimy o kontakt z nami.

यह दस्तावेज़ यदि आपको किसी अन्य भाषा या अन्य रूप में चाहिये, या आपको आनुवाद-सेवाओं की आवश्यकता हो तो हमसे संपर्क करें

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰੈਟਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।

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Argyll and Bute Community Planning Partnership



Management Committee

19th February 2014

The Early Years Collaborative

1 SUMMARY

- 1.1 This report provides an update on the progress of the Early Years Collaborative and outlines a number of recommendations for the CPP Management Committee to consider.

2 RECOMMENDATION

- 2.1 The CPP Management Committee is asked to consider and agree the proposed key leadership actions which are shown in the right hand column of Appendix 1 which will help ensure leadership support to achieve the strategic aims. These actions will form the basis of future WS4 Leadership Group agenda items. A calendar of events will be prepared in advance for leaders to visit establishments taking forward the tests of change.
- 2.2 The CPP Management Committee is asked to agree the proposed Action Plan to undertake a programme of Leadership Walk Rounds which will commence in February 2014 with a range of walk round visits confirmed and completed from February 2014 onwards.

3 BACKGROUND

- 3.1 The Early Years Collaborative (EYC) was launched by the Scottish Government in October 2012 with the support of NHS Scotland, COSLA and Police Scotland. It is a multi-agency, local quality improvement programme delivered on a national scale focusing on the national outcome "our children have the best start in life and are ready to succeed."
- 3.2 The EYC's ambition is to make Scotland the best place in the world to grow up by working with communities to improve outcomes and reduce inequalities.
- 3.3 The EYC currently has 4 work-streams: conception to one year WS1, 1 year to 30 months WS2, 30 months to the start of primary school WS3 and a leadership work-stream WS4. WS5 has now been confirmed to incorporate children aged 5-8 years.
- 3.4 The objective is to deliver tangible improvements in outcomes and reduce inequalities for Scotland's vulnerable children, shift the balance of public

services towards early intervention and prevention by 2016 and sustain the change to 2018 and beyond.

3.5 Model of Improvement

Improvement Modelling is the approach used by the EYC to monitor the improvement process.

3.6 Driver Diagrams are used to clearly show aims, primary and secondary drivers and actions to be taken for each work stream. To achieve outcomes, new and existing processes are studied to establish areas of improvement. Tests of change (TOC) are set up and improvements are monitored through analysis of data. The overall aim is to start small, test the interventions and once the process has improved sufficiently scale up to other related service areas. The cycle is based on PDSA i.e. Plan...Do...Study...Act.

3.7 The Early Years Collaborative appointed a Programme Manager on 2nd December 2013 – Liz Strang. The Programme Manager will provide support and co-ordination to Argyll and Bute Early Year's Collaborative (EYC) in the implementation of the module of improvement methodology and be the main link with the national EYC for the next 18 months.

3.8 The Programme Manager is supported by a data manager providing reports on the number of tests of change and tests which progress into changes of practice. Data gathered will be presented to the EYC Leadership Group to monitor and measure progress and impact of the EYC.

3.9 As recommended by the Collaborative, we have established two teams: An Away Team with representatives from Health, Social Work, Education and Third and Independent Sectors who have been tasked with attending the national learning sessions and bringing the knowledge and skills back to lead change within their sector.

3.10 The Home Team consists of members of the Argyll and Bute EYC who will be active when improvement methodology is being tested within their geographical area and responsible for the implementation of small tests of change.

The teams were brought together at a very successful conference held in November 2013. The conference was led by the Leadership workstream.

3.11 The aim of the Leadership Work stream Work Stream 4 is to provide the visible senior leader commitment and systems to support quality improvement across the Early Years Collaborative.

3.12 A local driver diagram for the Leadership Work stream is attached to this report in Appendix 1 which details the criteria to achieve the key changes and to identify and focus improvement efforts of the work stream and sets out the key drivers and proposed actions for the EYC Leadership Group to achieve their aims and objectives

3.13 Leadership Walk Rounds

Attached to this report Appendix 2 outlines the proposals for ensuring the EYC is a strategic priority by building commitment amongst wider CPP partners and encouraging them to focus on improving the elements of their services which improve outcomes, having an overview of progress and supporting delivery including unblocking challenges, overcoming difficulties and celebrating success.

4 DETAIL

- 4.1 The purpose of Leadership Walk Rounds is primarily to champion the aims of the Collaborative by undertaking visits to centres currently testing small measurable changes which if successful in improving outcomes on a small scale can be rolled out more widely to achieve a broader impact. Across the CPP there are locally determined actions taking place under each work stream, enhanced local engagement with the CPP will support the effective practice emerging to be further developed through leadership support.

5 CONCLUSION

- 5.1 The proposed key actions and priorities will ensure critical links and ongoing communication which will help raise the profile of the Argyll and Bute EYC and sustain both awareness and partnership involvement by promoting, encouraging and celebrating success and ensure the links are made with relevant groups/governance structures which enable issues to be resolved.

For further information please contact:

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Appendices

Appendix 1 Leadership Driver Diagram

Appendix 2 – Leadership Walkrounds

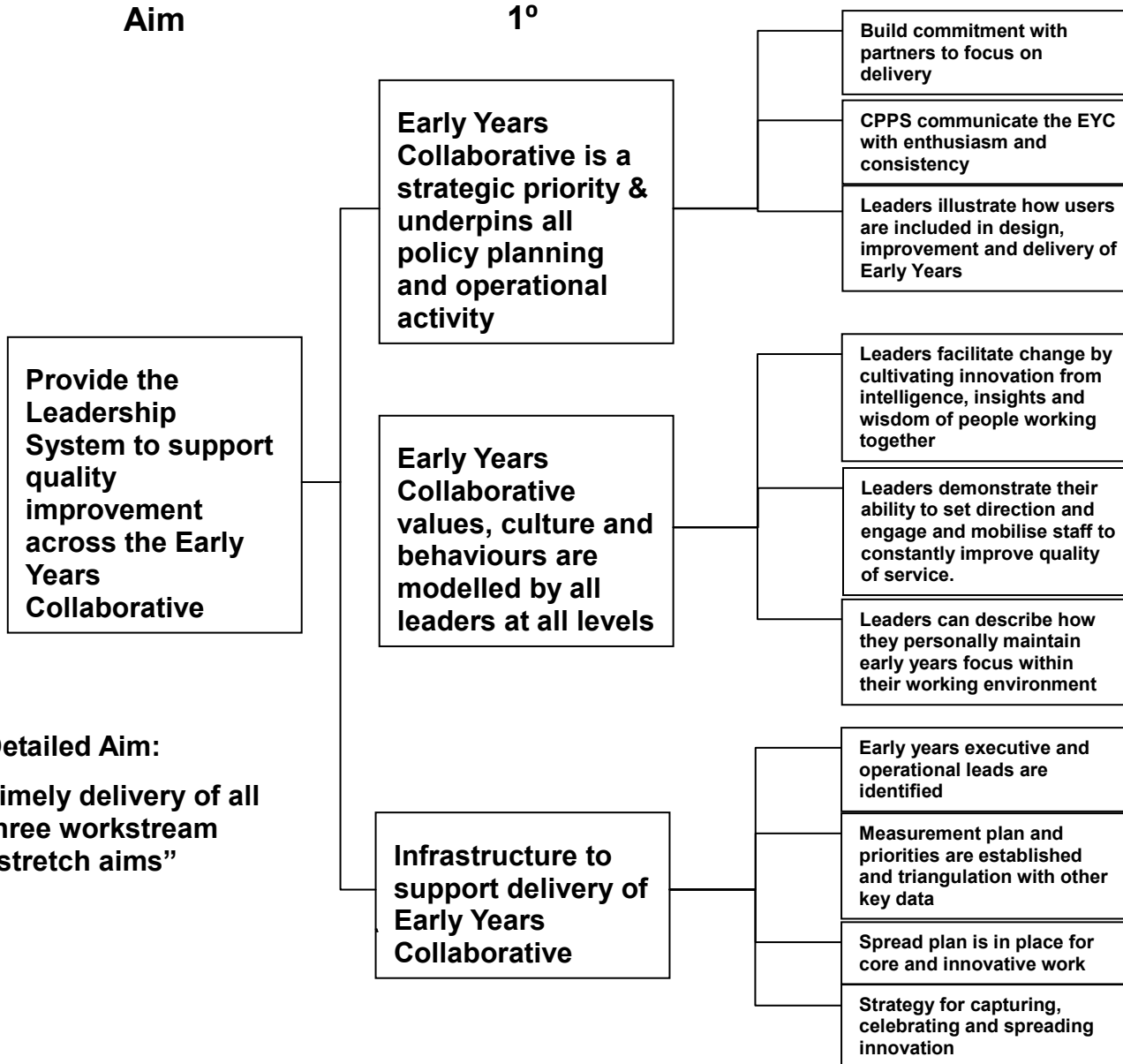
Theory of what drives leadership support

2°

Argyll and Bute Actions

Aim

1°



1. Agree EYC priorities and approach to service development.
2. Agree approach to building on community assets – MAKI research pilot.
3. Ensure “early years & improvement” is on agendas of senior management/ partnership meeting.
4. Good operational decision making.
5. Engage practitioners directly involved in children & family services (incl. testing).
6. ‘Sense check’ proposed improvements against Early Years Framework & ICSP.
7. Agree leadership qualities & how to demonstrate these.
8. Agree approach to workforce skills & development (enabling competent & confident staff who demonstrate culture of EY values and improvement).
9. Ensure adequate and appropriate resources.
10. Agree approach which ensures practitioners know what is expected and understand performance locally.
11. Take part in walk-rounds and ensure feedback.
12. Monitor progress and remove barriers (e.g. assist in decision making/ escalating).
13. Develop and maintain measurement system.

Detailed Aim:
Timely delivery of all three workstream “stretch aims”

Early Years Collaborative – Leader Walk Round

Argyll and Bute Community Planning Partnership is committed to achieving the early years stretch aims by supporting services to work collaboratively to secure quality improvement.

The focus of the *Leader Walk Round* is generating discussion with frontline staff about how they can support work to improve outcomes through quality improvement; ways in which they can enhance preventative and early interventions; hearing about how the systems and processes established are capable and aligned to the ambitions of the Getting it Right for Every Child, the Early Years Framework and the stretch aims within the Early Years Collaborative.

Walk rounds will initially focus on those areas implementing tests of change within EYC.

Aim of the walk round

The aim of the walk round is to allow staff and leaders within Argyll and Bute's Community Planning Partnership the opportunity to discuss issues, describe areas of good practice, identify opportunities and address barriers to development. The goal being to encourage, motivate staff and support culture change. To try and encourage open communication it makes sense to limit the number of people attending and to have no more than two leaders at any one visit.

Through walk rounds, leaders can learn about and disseminate good practice as well as raise the profile of the EYC.

There is potential to share the learning from this Walk Round experience with colleagues.

Last month the fourth national two day session of the EYC took place in Glasgow, attended by some 800 delegates from across Scotland including 23 delegates from Argyll and Bute which reviewed and shared progress to enable the community planning partnership to consider how the identified key changes can be taken forward across each of the work streams. The next learning sessions are scheduled to take place in June 2014.

In advance of the walk round

To kickstart this important leadership initiative, support will be offered initially from the EYC Practice Development Team link to develop a 'walk round plan' detailing:

- Who from the Community Planning Chief Officer Group and Senior Management teams will be involved in the walk rounds;
- Gathering a list of potential sites/ services to visit;
- Agreeing how often visits should occur and which leaders will attend;
- Scheduling visits and advising relevant staff;

- Sharing the 'walk round' visit format (detailed below);
- Test the format in practice and adapting for future walk rounds where appropriate;
- Capturing both qualitative data (how many visits undertaken/ no of actions identified as a result of the visit/ no of these actions actioned) and quantitative data (e.g. how useful did staff/ exec managers find it etc.....);
- Working with the leadership team to establish a sustainable model from within the CPP to maintain the momentum of this important leadership intervention.

The manager in the area/ service who will be visited will receive a letter advising them of the date, purpose and the names of the leaders involved in the walk round approximately two weeks in advance of the visit. Once set it is important that the walk round visits are given clear leadership priority and experience from other work on executive walk rounds would suggest that they are not changed or cancelled. In the event a change is unavoidable it is the responsibility of the named executive undertaking the walk round to find another colleague to step in rather than reschedule.

The managers of the establishments to be visited will be advised of the date in advance and will discuss with centre staff the purpose of the visit is to provide an opportunity for local leaders to find out more information about the work which is being undertaken and to enable discussions on how centre staff can be supported to achieve a lasting and sustainable difference to the children and families they are working with.

The Community Planning leaders will be briefed by the centre managers on their service and how their work links to the wider work underway within the associated workstream as well as any tests of change underway within the area being visited.

Briefing materials available to leaders will include workstream driver diagram, examples of tests of change and materials on the Model for Improvement.

The day of the walk round

On the day, the executive leaders will meet with team/ service leader. The walk round will be a literal walk round during normal service delivery, with the leaders talking with staff and service users.

Each visit follows the structure below and usually takes a maximum of one hour;

- Introductions;
- A brief background on the nature of the service from an identified member of staff;
- Identify the main focus of their current or planned improvement work;
- Time to move through the service, with introductions to staff and where appropriate, service users who are on site;
- Time to have a discussion with staff based on the questions outlined below;

- Discuss any actions (it is advisable that no more than 3 actions are taken to keep progress manageable) which have to be taken forward as a result of the walk round and record these;
- Thanks

The suggested questions below are used as a framework for the discussion with staff. These can be circulated in advance to enable staff to make best use of the time and reviewed and developed over time as the team becomes more experienced with the process. To re-emphasise they are a guide not a script as such, some staff will need prompting – others will have been saving questions for their leadership visit!

1. Describe a child/ families typical pathway into and through your service;
2. Describe what systems/ processes have you developed to improve service delivery;
3. Can you describe how this has improved the outcomes for children if are at that stage yet?
4. Do you have data that demonstrates improvement activity and/ or improved outcomes? How are you collecting data from your tests of change?
5. Where do you think there could be further improvement?
6. What do you think needs to be done differently to help you make that change?
7. Can you tell me about how you identify the assets of families and carers and build on these?
8. Are there any interface/ other issues that make it difficult to deliver the most effective support?
9. Can you describe the process that ensures continuity of a child/ families journey once they have left your service?
10. What would make 'walk round's' like this more effective?
11. Are there any key messages from your work that you would like to share with colleagues more broadly working on similar issues?

After the walk round

From the walk round discussions, action plans are agreed with the team/ service leader at the end of the walk round. Executive leaders will then support services by putting their authority behind the action plan and services will have the opportunity to keep the leaders informed of progress.

Action plans will be owned by the team(s)/ service(s) involved, who will provide the executive leader with updates through the Early Years Collaborative Project Team. The designated lead for the action plan will be asked to update it on a quarterly basis. The information will be captured on the chart below.

Executive Leadership Walk Round Action Plan

Walk round date:

Service Visited:

Issue Identified	Action needed	Executive Leader responsible	Target Date	Completion date	Comments including good practice points to share

Argyll and Bute CPP Single Outcome Agreement 2013-23 Delivery Plan

Overarching outcome: Argyll and Bute’s economic success is built on a growing population.

OUTCOME 5: People live active, healthier and independent lives		Outcome Lead – Elaine Garman, NHS Highland
Main areas of focus included within this outcome:		
Everyone has the opportunity to be physically active and active members of their community. People are enabled to live independently, with meaning and purpose, within their own community. People are empowered to lead the healthiest lives possible. Healthier choices are made regarding alcohol and drugs and people are enabled to recover from substance misuse. Mental health improvement strategies are promoted by the CPP. The health inequalities gap between the best off and the worst off in Argyll and Bute is reduced.(health inequalities)		
Community Planning Partners delivering on this outcome:		
Argyll and Bute Council NHS Highland Third Sector Partnership Police Fire Registered Social Landlords / Housing Associations Home Energy Scotland (Brian) HIE (Resilient Rural Communities Strategy) SNH (access) ADP (Strategic Partnerships)		
Community Planning Partnership SOA Performance Indicators:		
Preventative measures and early interventions:	Lead organisation	
Equality outcome	Lead organisation	
<ul style="list-style-type: none"> People with a learning disability and autistic people will have an increased understanding of their NHS consultation and care as interaction, communication and engagement with NHS staff is improved 	<ul style="list-style-type: none"> NHS Highland 	

<ul style="list-style-type: none"> • Our service delivery is sensitive to the needs of all users 	<ul style="list-style-type: none"> • ABC
<ul style="list-style-type: none"> • The needs of individuals who provide unpaid care and support are recognised and met including young carers 	<ul style="list-style-type: none"> • ABC
<ul style="list-style-type: none"> • The individual needs of all recipients of care are recognised 	<ul style="list-style-type: none"> • ABC
<ul style="list-style-type: none"> • More lesbian women, autistic women, women with learning disabilities, and women from ethnic minority groups will undergo routine smear testing, and have the opportunity to benefit from the same early detection rates of cervical changes that are accessed by women who do not belong to these groups. 	<ul style="list-style-type: none"> • NHS Highland
<ul style="list-style-type: none"> • Men of working age will have increased opportunity for health improvement as a result of specially targeted health improvement services 	<ul style="list-style-type: none"> • NHS Highland
<ul style="list-style-type: none"> • Better Health is accessible for Gypsy Traveller people through wider uptake of health improvement support and services 	<ul style="list-style-type: none"> • NHS Highland
<ul style="list-style-type: none"> • Women who experience Gender Based Violence will receive health services that meet their needs 	<ul style="list-style-type: none"> • NHS Highland
<ul style="list-style-type: none"> • Improved sexual health amongst men and women with learning disabilities through easier access to services and to appropriate advice about contraception and other aspects of sexual health 	<ul style="list-style-type: none"> • NHS Highland
<ul style="list-style-type: none"> • People with access support needs will experience improved access to NHS services 	<ul style="list-style-type: none"> • NHS Highland
<ul style="list-style-type: none"> • People who have mental health problems will be able to access NHS services without fear of stigma or discrimination 	<ul style="list-style-type: none"> • NHS Highland
<ul style="list-style-type: none"> • People with visual impairments and autistic people will have a prescribing service that meets their specific needs 	<ul style="list-style-type: none"> • NHS Highland
<ul style="list-style-type: none"> • Older LGB and T people in residential care and end of life care have their relationships respected and supported by staff 	<ul style="list-style-type: none"> • NHS Highland

SHORT TERM OUTCOME 5.1 People are empowered to maintain their independence and are an integral part of their local communities. (include environ, physical disability)

Short term outcome Lead - Jim Robb

Actions on this short term outcome		Target completion date	Lead Organisation/ Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/ frequency of data, etc)
5.1.1	Continue to shift the balance of care from institutional to community based settings		Joint Commissioning Group	Pat Tyrrell/Jim Robb	<ul style="list-style-type: none"> Number of those supported in the home through interventions delivered by independent sector, third sector or Self Directed Support to maintain independence % of people receiving any care or support who say they are able to live where they want % of people receiving any care or support who say they have a say in the way it is provided 	<p>Increase by 5%</p> <p>50%</p> <p>50%</p>
5.1.2	Promote and develop care and support at home that contributes to preventing avoidable admissions to hospital or residential care		Joint Commissioning Group	Pat Tyrrell/Jim Robb	<ul style="list-style-type: none"> Reduce by 20% rate of all ages admitted as an emergency admission Reduce by 10% rate of emergency bed days for all ages 	<p>Reduction of 20%</p> <p>Reduction of 10%</p>

					<ul style="list-style-type: none"> • Reduce by 5% rate of emergency bed days for patients aged 65+ • Reduce by 5% rate of emergency bed days for patients aged 75+ • Increase by 10% number people aged 65+ receiving 10+ hours of home care • Increase by 10% number of telehealth homepods 	<p>Reduction of 5%</p> <p>Reduction of 5%</p> <p>Increase by 10%</p> <p>Increase by 10%</p>
5.1.3	Promote and build social networks that may sustain people to live more independently for longer		Joint Commissioning Group Some minor input through HIE Community Account Management (contact Kerrigan Grant HIE)	Pat Tyrrell/Jim Robb	<ul style="list-style-type: none"> • Increase attendance levels of social and activity groups by 10% each year • Increase number of community support networks and groups which help maintain independence 	<p>Increase by 10%</p> <p>20% of networks/groups</p>
5.1.4	Remodel services to reflect increased personalisation through self directed support		Joint Commissioning Group	Pat Tyrrell/Jim Robb	People are accessing self directed support option	X number
5.1.5	All service providers use an approach which encourages mobility and promotes strength and balance reducing falls in older people		Joint Commissioning Group	Christine McArthur	<ul style="list-style-type: none"> • Maintain / increase community staff and volunteers trained to deliver falls prevention awareness • Contribution to mobility is a standard requirement for services (funded / contracted) by public sector 	<p>Increase by 10%</p> <p>Evidence that standard is included in contracts</p>

5.1.6	Maintain a new build social housing programme including housing for varying needs to enable people to live more independently		Argyll and Bute Strategic Housing and Communities Forum Some minor input through HIE Community Account Management (contact Kerrigan Grant HIE)		Increase the number of new housing for special needs	Increase by 5%
5.1.7	Improve the quality and condition of housing, including energy efficiency		Argyll and Bute Strategic Housing and Communities Forum		Fuel poverty is reduced by 5%	Reduction of 5%
5.1.8	Carers are identified, supported and enabled to fulfil their roles.		Joint Commissioning Group	Pat Tyrrell/Jim Robb	% of carers who feel supported to continue in their caring role	50%
SHORT TERM OUTCOME 5.2 Individuals are more physically active. (include environ)						
Short term outcome Lead - Muriel Kupris						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
5.2.1	Work in partnership to tackle obesity and diabetes		NHS	Debbie Kirby	Increase the number of patients accessing Counterweight programme And see 5.2.2	Increase by 20%
5.2.2	Improve access and develop more opportunities for people to participate in physical exercise/activity	March 2016	NHS/Argyll and Bute Council Leisure Services	Muriel Kupris	Increase the completion rate of the Argyll Active Programme (baseline 34%)	Increase from 34% uptake to 44% uptake
		March 2016	Argyll and Bute Council Leisure Services	Muriel Kupris	Increase the of range of fitness class opportunities for older people	Increase of 10%

		March 2016	Argyll and Bute Council Housing/Leisure Service	Muriel Kupris/Moira MacVicar	Increase the access to adult leisure programmes (through ABAN and ABAT groups)	20 new users
		March 2017	Argyll and Bute Council Leisure and Youth Services/Education	Muriel Kupris/Anne Paterson	Increase the number of children actively involved in out of school activities/sport	5% increase of the number of children 2% increase in the number of clubs linked to schools
		June 2014	Argyll and Bute Council Education	Anne Paterson/Rona Young	100% of schools providing 2hours of physical education per week in schools curriculum	100%
5.2.3	All service providers use an approach which encourages mobility and promotes strength and balance reducing falls in older people	April 2014	Argyll and Bute Council/NHS	Christine McArthur	Get agreement from nursing and residential homes to promote appropriate physical activity	25% of nursing and residential homes promoting physical activity
5.2.4	Increase accessibility to outdoor environments / green spaces		? SNH ?Forestry Commission Coastal Trust?	?	Increase proportion of adults making one or more visits to the outdoors per week	Increase by 5%
SHORT TERM OUTCOME 5.3 Individuals make healthier/positive lifestyle choices. (incl environ)						
Short term outcome Lead - Alison McGrory						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/ frequency of data, etc)
5.3.1	Work in partnership to tackle obesity and diabetes					See 5.2.1
5.3.2	Work in partnership to reduce tobacco use	April 2014	NHS	Jill Denton	Reduce % of adult population who smoke	Cumulative target of 1260 having quit at 1 month
5.3.3	Reduction in the harmful use of alcohol within communities and by individuals		ADP	Craig McNally	Reduce rate of alcohol related admissions per 100,000 population	HEAT or local target for ABIs

5.3.4	Reduction in drug related morbidity and mortality		ADP	Dr David Greenwell	Reduction in drug related deaths	Increased Naloxone pathways Increased number of Safer Injecting Equipment outlets across Argyll and Bute
5.3.5	People receive early and brief interventions that are effective in reducing consumption of alcohol		ADP	Craig McNally	Reduce rate of alcohol related admissions per 100,000 population	HEAT or local target for ABIs
5.3.6	Children and young people have access to effective education to support them to become strong and resilient against the harmful use of drugs and alcohol		NHS/Education	Craig McNally	Health and wellbeing embedded in Curriculum for Excellence	Evidence from 4 lesson plans
5.3.7	Evidence based health promotion is delivered in partnership (informing and supporting)		NHS	Alison McGrory	Case studies presented at annual Health & Wellbeing Partnership Day	4 case studies
5.3.8	Increase accessibility to outdoor environments / green spaces	See 5.2.4				
5.3.9	There is local availability of fresh food and veg		Health & Wellbeing Partnership	Alison McGrory	Community gardens/allotments established in all localities	Establishment of gardens/allotments
5.3.10	Improve the sexual health of adults and reduce risk of blood born viruses through implementation of Highland and Argyll and Bute Sexual Health and HIV Action Plan 2013 - 2015		NHS	Laura Stephenson	as per the Sexual Health and HIV Action Plan	as per the Sexual Health and HIV Action Plan
SHORT TERM OUTCOME 5.4 Mental health and wellbeing is improved. (environ)						
Short term outcome Lead - Samantha Campbell						
Actions on this short term outcome	Target	Lead Organisation /	Lead Officer	Performance Indicators	Target Performance	

		completion date	Partnership		for this short term outcome	(increase/decrease/frequency of data, etc)
5.4.1	Promote and build social networks		AVA	Glenn Heritage	Guided Self Help staff encourage peer support networks	Increase number of peer support groups
5.4.2	Promote introduction of mental health policies to reduce number of employees of CP partners absent from work due to mental health problems		NHS	Samantha Campbell	Measurement of number of workplaces supported to develop a mental health policy to reduce causes of mental health problems in the workplace and to provide support to people experiencing mental health problems at work	Increased number of mental health policies.
5.4.3	Implement systems which support staff who support at risk groups or have lost patients/clients to suicide		Choose Life	Tracy Preece	Staff report provision of support	Staff report increased support. Annual
5.4.4	Provide a comprehensive training programme that is available to all on suicide awareness, suicide prevention and suicide risk assessment as well as the impact of bereavement by suicide and the links between suicide and self-harm.		Choose Life	Tracy Preece	Numbers attending training	50% of frontline staff have attended training
SHORT TERM OUTCOME 5.5 1. The gap in health inequalities is narrowed. (include physical disability) longer term outcome, may need reworded						
Short term outcome Lead -						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
5.5.1	Implementation of Keep Well in Dunoon		NHS	Alison Hardman	Those invited attend for health check.	Target number of health check achieved
5.5.2	Health and social care explore		NHS/Council	Stephen Whiston	Implementation of activity	Activities achieved.

	models of care for those with multiple morbidities				from February 2014 Conference	
SHORT TERM OUTCOME 5.6 We have accessible high quality services which improve quality of life and wellbeing						
Short term outcome Lead -						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
5.6.1	All service providers use an approach which encourages mobility and promotes strength and balance reducing falls in older people				See 5.2.3	
5.6.2	Implement strategy on reablement		NHS	Mary Wilson	As per reablement strategy	As per reablement strategy
5.6.3	Implement RCOP <i>Altogether better long, healthy, active lives</i>		Joint Commissioning Group		As per <i>Altogether better long, healthy, active lives</i>	As per <i>Altogether better long, healthy, active lives</i>
SHORT TERM OUTCOME 5.7 The effects of poverty are mitigated						
Short term outcome Lead -						
Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
5.7.1	The incidence of homelessness is reduced		Argyll & Bute Council	Maira MacVicar	As per homelessness action plan	As per homelessness action plan
5.7.2	The incidence of fuel poverty is reduced		Strategic Housing and Communities Forum ALIEnergy		See 1.4.2 Increase in numbers of insulated homes Incomes maximised	
5.7.3	Reducing inequalities through employment / employability		Employability Partnership		Reduction in long term unemployed Increasing the proportion Positive destinations for young people	
5.7.4	Mitigating the effects of poverty (e.g. food banks)		Health and Wellbeing Partnership	Alison McGrory	Case studies from use of Health & Wellbeing Fund	Increase specific action on poverty
5.7.5	Maximising income & benefits		Argyll and Bute Advice			

		Network			
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Strategic Partnerships	Supporting strategies/plans
<p>Argyll and Bute Advice Network</p> <p>Argyll and Bute Against Domestic Abuse and Violence Against Women Partnership (ADA)</p> <p>Argyll and Bute Community Health Partnership</p> <p>Argyll and Bute Health and Social Care Partnership</p> <p>Argyll and Bute Local Access Forum</p> <p>Argyll and Bute Strategic Housing and Communities Forum</p> <p>Third Sector and Communities CPP Sub-group Health and Wellbeing Partnership</p>	<p>Health and Wellbeing Partnership Joint Health Improvement Plan</p> <p>Mental Health Modernisation and Strategic Framework for Mental Health and Well-being</p> <p>Reshaping Care for Older People</p> <p>A&B Integrated Children’s Services Plan</p> <p>Local Housing Strategy</p> <p>NHS Highland Health Inequalities Action Plan.</p>

Argyll and Bute Community Planning Partnership**Management Committee**
Date: 19th February 2014

Title: Update Report on Area Community Planning Groups

1. SUMMARY

- 1.1** This report summarises progress which Area Community Planning Groups are making as they progress in developing as key partnership groups for local areas and play an increasing role in considering services for local communities.

2. RECOMMENDATIONS

- 2.1** That the Management Committee note the progress which the Area Community Planning Groups are making.

3. BACKGROUND

- 3.1** The Area Community Planning Groups have had their December round of meetings, with all of them being generally well attended by partners and also by community groups and representatives, though the attendance of community representatives in Helensburgh Lomond was very low at this meeting cycle. Agendas continue to focus on items of partnership significance to areas in regards service development and delivery by partners, and on updates relating to specific local service issues, again provided by a cross section of partners, resulting in meetings having a general balance of debate about matters which are for the future, and on current local issues which are being resolved and updated around the CPG table.
- 3.2** Matters which were discussed across all 4 areas included an update on mental health issues and the work of the Choose Life project, as a result of which this item is being taken to other partnership forums for consideration and dissemination. The Third Sector Asset Transfer process was also discussed at each meeting, providing community groups with good information on how to progress taking an asset into community ownership. Consultation on proposed changes to senior staff resource within Police Scotland in Argyll and Bute also took place, and update information was presented in regards the development of the Argyll and the Isles Coast and Countryside Trust.
- 3.3** Specific local items progressed in Bute and Cowal included work in resolving issues raised by the caucus of Community Councils, and updates provided by third sector partners including the Children's Befriending service. In addition the group discussed the forthcoming community planning consultation events for both Rothesay and Dunoon.

- 3.4** The MAKI group received the first highlight/exception reports form both the Mid Argyll Partnership and the Kintyre Initiative Working Group following the September decision for these local groups to become key strategic partnerships of the CPG. They also received a very detailed update on changes to service delivery across the CHP. The meeting also discussed the postponement and rescheduling of the community planning consultation events for MAKI.
- 3.5** The Helensburgh Lomond Group continues to be well attended by most key partners, but at the December meeting only 2 community groups were represented. Updates were received on progress of development of HM Naval Base Clyde, and on the development of youth forums, and in addition the group received the regular update from ACHA on housing issues and developments within Helensburgh Lomond.
- 3.6** The Oban Lorn and the Isles CPG meeting was held in the evening and was attended by 8 core partners and by 11 community councillors. Items discussed included new transport arrangements for pupils attending Oban High School, the regular service update from ACHA, information on the working of the elderly befriending service, and the conclusion of a piece of work which the group has undertaken in regards the effective integration of local transport networks and links to walking routes in the Lorn area.

4. CONCLUSION

- 4.1** Area community planning groups are continuing to provide opportunities for partners and community representatives to discuss matters which are strategic in nature and relate mainly to potential service development for the future, and matters which are often quite local and specific to particular communities or parts of an area. The generally increased and sustained level of attendance demonstrates that people feel that attending the group is worthwhile and that groups are becoming more confident in their ability to deal with matters and resolve local issues. Building on the regular attendance of strategic partners will continue to develop this momentum, as will the continued drive to develop agendas which reflect matters raised by local communities and groups. The planned Area Forum events which are due to take place in each area by mid February will continue to build this partnership approach to developing local service delivery, in particular in relation to the overarching issue of de-population and regeneration.

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