



17 April 2014

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP - MANAGEMENT COMMITTEE** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD** on **FRIDAY, 25 APRIL 2014** at **10:00 AM**.

## **AGENDA**

- 1. WELCOME AND APOLOGIES - BARRY MCEWAN**
- 2. MINUTE OF THE CPP MANAGEMENT COMMITTEE MEETING 19TH FEBRUARY 2014**  
(Pages 1 - 6)
- 3. ACTION TRACKER** (Pages 7 - 8)
- 4. OUTCOME 1: IN ARGYLL AND BUTE THE ECONOMY IS DIVERSE AND THRIVING**  
(a) Final Delivery Plan for sign-off (Pages 9 - 18)
- 5. OUTCOME 2: WE HAVE INFRASTRUCTURE THAT SUPPORTS SUSTAINABLE GROWTH**  
(a) Final Delivery Plan for sign-off (Pages 19 - 26)
- 6. OUTCOME 3: EDUCATION, SKILLS AND TRAINING MAXIMISES OPPORTUNITIES FOR ALL**  
(a) Final Delivery Plan for sign-off (Pages 27 - 38)
- 7. OUTCOME 4: IN ARGYLL AND BUTE CHILDREN AND YOUNG PEOPLE HAVE THE BEST POSSIBLE START**  
(a) Final Delivery Plan for sign-off (Pages 39 - 50)
- 8. OUTCOME 5: PEOPLE LIVE ACTIVE, HEALTHIER AND INDEPENDENT LIVES**  
(a) Final Delivery Plan for sign-off (Pages 51 - 58)  
(b) Argyll and Bute Alcohol and Drugs Partnership Update Report - Cleland Sneddon (Pages 59 - 62)

- 9. OUTCOME 6: PEOPLE LIVE IN SAFER AND STRONGER COMMUNITIES**
  - (a) Final Delivery Plan for sign-off (Pages 63 - 74)
  - (b) Argyll and Bute Local Policing Plan 2014-2017 (Pages 75 - 94)
  - (c) Argyll and Bute Local Fire Plan 2014-2017 (Pages 95 - 116)
- 10. SOA - UPDATE ON MINOR AMENDMENTS AND REFORMATTING**  
(Pages 117 - 154)
- 11. SOA BUDGET ALIGNMENT - UPDATE FROM PARTNERS** (Pages 155 - 156)
- 12. SCOTTISH FIRE AND RESCUE SERVICE - SELF-ASSESSMENT PILOT**  
(Pages 157 - 158)
- 13. LOCAL AREA COMMUNITY PLANNING EVENTS - DETAILED UPDATE**  
(Pages 159 - 214)
- 14. AREA BASED ECONOMIC DEVELOPMENT ACTION PLAN 2014-2018**  
(Pages 215 - 252)
- 15. POPULATION SUMMIT** (Pages 253 - 254)
- 16. COMMUNITY PLANNING PARTNERSHIP CONFERENCE** (Pages 255 - 256)
- 17. AOCB**
- 18. DATE OF NEXT MEETING - THURSDAY 31ST JULY 2014**

**MINUTES of MEETING of ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP -  
MANAGEMENT COMMITTEE held in the COMMITTEE ROOM 1, KILMORY, LOCHGILPHEAD  
on WEDNESDAY, 19 FEBRUARY 2014**

**Present:** Barry McEwan, Police Scotland (Chair)  
Councillor Dick Walsh  
Marlene Baillie, Police Scotland  
Ishabel Bremner, Argyll and Bute Council  
Morag Brown, Argyll and Bute Council  
Andrew Campbell, Scottish Natural Heritage  
Paul Connelly, Scottish Fire and Rescue Service  
Douglas Cowan, Highlands and Islands  
Enterprise  
Fraser Durie, Argyll College  
Donald Henderson, Scottish Government  
Sally Loudon, Argyll and Bute Council  
Shirley MacLeod, Argyll and Bute Council  
Donald MacVicar, Argyll and Bute Council  
Diane McMillan, Argyll and Bute Council  
Fergus Murray, Argyll and Bute Council  
Cleland Sneddon, Argyll and Bute Council

**1. WELCOME AND APOLOGIES - BARRY MCEWAN**

Apologies received from

Derek Leslie	NHS Highland
Glenn Heritage	Third Sector Partnership
Elaine Garman	NHS Highland
Alexandra Rosenburgh	Scottish Government

Barry McEwan (BM) welcomed all to the meeting and explained the changes in business in relation to the CPP and the agenda for today.

Introductions were made by all.

BM asked that an action log was prepared for all actions noted at the meeting and included as an agenda item at future meetings.

It was agreed that a member of the Council's Communications team was invited to attend future meetings.

**2. MINUTES OF THE MANAGEMENT COMMITTEE - 24 OCTOBER 2013**

The minutes from the meeting of 24<sup>th</sup> October 2013 were agreed and proposed by BM, seconded by Sally Loudon (SL).

**3. OUTCOME 1. IN ARGYLL AND BUTE THE ECONOMY IS DIVERSE AND THRIVING**

**(a) DRAFT DELIVERY PLAN**

It was noted that all 6 outcome delivery plans were scrutinised in detail at a workshop with all outcome leads that morning and various changes and amendments were agreed for all.

Douglas Cowan (DC) presented the 8 short term outcomes included within option 1.

The discussion on option 1 and the economy in general led to an agreement that all the initial building block actions were within the delivery plan. However, a greater impetus is required to provide a significant step change in the economy of Argyll and Bute to increase the population and consideration would be given to setting up a strategic task force to take this forward in tandem with the activities set out in the action plan.

**(b) AREA BASED ECONOMIC DEVELOPMENT ACTION PLAN 2014-18 ISHABEL BREMNER**

Ishabel Bremner (IB) presented report – it was noted that consultation has already been carried out and the relevant information incorporated into the delivery plans and the local EDAP's.

It was agreed that the EDAP's should be brought to future CPP meetings for scrutiny.

Action – Fergus Murray (FM) and IB to prepare draft EDAP's by end of March, circulate to outcome leads and include as an agenda item for April CPP meeting.

**4. OUTCOME 2. WE HAVE INFRASTRUCTURE THAT SUPPORTS SUSTAINABLE GROWTH**

**(a) DRAFT DELIVERY PLAN**

FM presented the 8 short term outcomes included within outcome 2.  
SL noted that TIF was not included in the plan, FM to incorporate TIF outcomes and actions.

**5. OUTCOME 3. EDUCATION, SKILLS AND TRAINING MAXIMISES OPPORTUNITIES FOR ALL**

**(a) DRAFT DELIVERY PLAN**

Cleland Sneddon (CS) gave an overview and description of the short term outcomes.  
A measure around older people and training will be included.  
Overlaps with other outcomes will be addressed.

**6. OUTCOME 4. IN ARGYLL AND BUTE CHILDREN AND YOUNG PEOPLE HAVE THE BEST POSSIBLE START**

**(a) DRAFT DELIVERY PLAN**

BM explained that the detail from the Integrated Children and Young People plan will be incorporated into the same template as the other outcomes.



As Elaine Garman had been unable to attend the meeting CS gave an updated on the details of the plan.

**(b) THE EARLY YEARS COLLABORATIVE - CLELAND SNEDDON**

CS also explained the background to The Early Years Collaborative paper and the developmental milestones. A programme manager has been appointed to move this forward. Senior leaders have been requested to undertake planned visits to centres and engage with practitioners to gain visible understanding.

CS explained that a meeting was arranged for early March where a detailed programme will be worked on and agreed. Partners will be contacted to arrange co-ordinated visits to facilities to meet staff and children and to allow an understanding of the process.

The group agreed the action plan as recommended.

Donald Henderson (DH) asked for future feedback on the process. CS will take this forward.

**7. OUTCOME 5. PEOPLE LIVE ACTIVE, HEALTHIER AND INDEPENDENT LIVES**

**(a) DRAFT DELIVERY PLAN**

CS presented the update for outcome 5.

**8. OUTCOME 6. PEOPLE LIVE IN SAFER AND STRONGER COMMUNITIES**

**(a) DRAFT DELIVERY PLAN**

Marlene Baillie (MAB) presented the 6 short term outcomes and the detail of performance information relating to each one.

The Community Safety Strategy will underpin the delivery plan for outcome 6.

BM explained the points that came out of the outcome leads meeting that morning and that everyone should be aware of possible cross overs with other outcomes.

**9. LOCAL AREA COMMUNITY PLANNING EVENTS - VERBAL UPDATE ON PROGRAMME**

Donald MacVicar (DMV) updated the group in relation to the recent area community planning events. There were 13 events with over 500 attendees and 400+ responses to the online survey.

There were lessons learnt with the process and two key points noted are that:

- We are not engaging with people under the age of 40
- Outcomes 1 and 2 were seen as the most important, underpinned by the other outcomes.

Summary information will be available by the 7<sup>th</sup> March and will be passed out to outcome leads with the full detailed report being available early April.

BM noted the issue with engaging with under 40's and suggested the possibility of a new group dealing with communication and consultation which could gather information from all CPP partners.

#### **10. RESOURCE PLANNING - BRUCE WEST**

SL presented the paper on financial resource planning and described the mechanism for aligning budgets to the 6 outcomes. Bruce West will work on a report after the delivery plans are finalised.

BM explained that he could easily work on a budget in relation to Argyll and Bute but splitting budgets across outcomes could be challenging.

Paul Connelly (PC) agreed with BM and also raised an issue about quantifying costs where budgets cover more than one authority. Future guidance to follow in the summer.

Action – all parties are to complete the template

#### **11. ELECTED MEMBERS SEMINAR 17TH MARCH 2014**

The elected members seminar on CPP will now be held on the 17<sup>th</sup> March 2014 between 11am and 1pm.

To allow for updated delivery plans to be available for members the following timescale was agreed:

- Guidance and amended template issued to outcome leads by 21<sup>st</sup> February
- Outcome lead return updated plans by 7<sup>th</sup> March
- Quality assurance and issue to members on 12<sup>th</sup> March
- Note taken of any amendments from members seminar on 17<sup>th</sup> March
- Completed draft delivery plans by 28<sup>th</sup> March

Action – The 6 outcome leads will attend the seminar to present their delivery plans and field questions.

BM asked leads to thank all staff involved for their inputs to the delivery plans.

#### **12. POPULATION SUMMIT**

FM explained that Jane Fowler (JF) will lead on organising the Population Summit, an important event for Argyll and Bute which will take place April/May.

John Swinney will attend for debate along with a key facilitator and 6 panel members.

Suggested that this could be twinned with an exhibition of our successes.

SL stated that this was now more of a national event than previously intended and work requires to be done with a range of Partner Agencies.

Action – JF to get a date in diary

#### **13. FEEDBACK FOR CPP AREA MEETINGS - SHIRLEY MACLEOD**

Shirley MacLeod (SML) asked for the committee to note the report in relation to the CPP area meetings. The groups are moving forward with real opportunities for progression. A review of terms of reference is required for the groups to link with the 6 SOA outcomes. The next step will be to develop local action plans and agendas will be focused on the 6 outcomes locally.

**14. AOCB**

BM asked for opinions on the approach taken re agenda items and format and everyone agreed that the format allowed the Management Committee to focus on key issues.

Action – Action Plans and Scorecards will be discussed at the next meeting.

DMV asked about requests coming into Council from Government to disseminate information to all partners across Argyll and Bute. Historically CPP was an appropriate mechanism for this though often leading to very long agendas. It was agreed that each request would be looked at on individual merits and signposted accordingly.

SL noted Derek Leslie's forthcoming retirement and it was agreed that a letter thanking him for his contribution to the group would be sent from BM, Dick Walsh, and SL.

BM stated that the Community Resilience Project was on track for at least a Silver award at the COSLA award ceremony in March and thanked the project team on behalf of the management committee.

**15. DATE OF NEXT MEETING - FRIDAY 25TH APRIL 2014**

The next meeting will take place on Friday 25<sup>th</sup> April 2014

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## CPP Action Tracker

Action	By Who	Completion Date	Notes
Prepare an action log for all actions noted at CPP meetings and include as standing agenda item	CPP admin	26 <sup>th</sup> Feb 14	Completed
Date required for population summit	Jane Fowler	3 <sup>rd</sup> March 14	9 <sup>th</sup> May agreed
A measure around older people and training will be included in outcome 3	Cleland Sneddon	7 <sup>th</sup> March 14	Included
Address overlaps with other outcomes	All outcome leads	7 <sup>th</sup> March 14	In hand
Incorporate the detail from the Integrated Children and Young People plan into the same template as the other outcomes	Pat Tyrell	7 <sup>th</sup> March 14	Completed
Summary information from the Local Area Community Planning events to be made available to outcome leads	Donald MacVicar	7 <sup>th</sup> March 14	Summary available and full report at meeting on 25 <sup>th</sup> April
Attend elected members seminar on 17th March	All outcome leads	17 <sup>th</sup> March 14	Completed
Invite a member of the Council's Communication Team to future CPP meetings	CPP admin	March 14	Completed
Prepare draft EDAP's	Fergus Murray and Ishabel Bremner	End March 14	Completed
Complete the template for financial resource planning	All CPP Partners	End March 14	HIE in so far
Circulate draft EDAP's to outcome leads	Fergus Murray and Ishabel Bremner	April 14	Completed
Include EDAP's as agenda item	CPP admin	April 14	Completed
Feedback from The Early Years Collaborative meeting to be issued to outcome leads	Cleland Sneddon	April 14	On track
Action Plans and Scorecards added as an agenda item	CPP admin	April 14	Completed

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# **Argyll and Bute Community Planning Partnership**

## **Single Outcome Agreement**

# **2013-2023**

**Overarching aim: Argyll and Bute's economic success is built on  
a growing population**

**Delivery plan for Outcome 1:  
The economy is diverse and thriving**

## OUTCOME 1: The economy is diverse and thriving

Outcome Lead – Douglas Cowan HIE

### Main areas of focus included within this outcome:

This outcome focuses on business growth, sustainability and start up. Tourism, marine science, renewables, digital economy and food and drink are the key sectors which will be developed through this outcome.

### Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)  
 Highlands and Islands Enterprise (HIE)  
 Scottish Enterprise (SE)  
 Argyll College UHI (AC)  
 Skills Development Scotland (SDS)  
 Job Centre Plus (JC+)  
 Third Sector Partnership (TSP)

### Equality outcome

### Lead organisation

An increasing number of young people aged 16-24 move into suitable employment as a result of partner influence and involvement.

All

There is an increasing number of women in leadership roles in Argyll and Bute

ABC

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. This is evidenced through HIE's Equality Impact Assessments

HIE



<b>SHORT TERM OUTCOME 1.1 To achieve business growth and additional employment opportunities.</b>					
Short term outcome lead - David Smart, HIE					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.1.1	Prepare a clear prioritised inward investment action plan to allow proactive targeting of inward investment nationally and internationally	HIE Head of Regional Development	Completion and implementation of action plan	Minimum of 3 key actions implemented	Oct 2014
1.1.2	Support an increase in international trade through more businesses trading internationally and businesses increasing international turnover		No of businesses exporting for the first time	4	March 2015
		Increase in international turnover through HIE support	£2.5M annual support		
1.1.3 Ref 3.2.3	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.	Employability Partnership Chair	Increase in employment opportunities supported by initiatives such as the 'Move into Work' recruitment agency	24	
1.1.4	Support Business Growth (including social enterprise) through HIE / SE account management and Business Gateway (BG)	HIE Head of Regional Development  ABC Head of Economic Development	Growth in business turnover (HIE).	£6M annual	
			Jobs created/retained (HIE)	100 annual	
			Number of businesses taking up growth grant opportunity (BG)	26	
			New account managed businesses (HIE)	8 of which 3 from BG growth pipeline	
1.1.5	Review business support mechanisms in Argyll and Bute	ABC Head of Economic Development	Report prepared and implemented	Key actions implemented	

1.1.6	Expand the management and leadership capacity of private sector businesses in Argyll and Bute	HIE Head of Regional Development	Inverness Chamber – mentoring programme participants	6 annual	
			Institute of Directors – Director training for account managed clients	4 annual	
			Massachusetts Institute of Technology for high growth acceleration	1 annual	
1.1.7	Ensure businesses are ready to take advantage of the opportunities offered by improved Broadband speeds	ABC Senior Development Officer Business Gateway	New courses to be run by BG in a number of areas across Argyll and Bute	Minimum of 4 courses held	March 2015

<b>SHORT TERM OUTCOME 1.2 To ensure our towns, villages and rural communities are economically dynamic, sustainable and connected building on their distinct opportunities.</b>					
Short term outcome lead - Kerrie Grant, HIE					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.2.1	Expand upon recent investment activity in Helensburgh and ensure readiness for the implementation of the Maritime Change Programme	ABC Head of Economic Development	Agree action plan with all parties and reflect effects of Maritime Change Programme	Plan completed	March 2016
1.2.2	Action plan to attract new residents to Dunoon & Cowal		Action Plan developed to secure inward investment / new residents to Dunoon.	Plan completed	Oct 2014
1.2.3	Develop a holistic Regeneration Plan for Rothesay working with SURF.	HIE Head of Strengthening Communities Team	Regeneration Plan prepared.	Plan completed	March 2015
1.2.4	Prepare a plan to leverage inward investment opportunities at Machrihanish and Campbeltown	HIE Head of Regional Development	Develop master plan and proposition document for Machrihanish.	Plan completed	September 2015
1.2.5	Undertake a scoping / feasibility study on positioning Oban as a university town.	HIE Head of Projects and Partnerships Team	Proposition and scoping study completed.	Study completed	Oct 2014

1.2.6	Deliver Community Account Management model to support sustainable growth and community empowerment	HIE Head of Strengthening Communities	Work with minimum of 9 fragile and island communities to develop and deliver growth plans	2 plans completed	March 2015
1.2.7	Review of HIE Fragile Areas	HIE – Area Manager	Commission research to review HIE fragile and employment action areas to reflect recent census data and inform area prioritisation.	Review completed	Sept 2014

<b>SHORT TERM OUTCOME 1.3 To create the right environment where more people choose to live, work, visit and invest in Argyll and Bute</b>					
Short term outcome lead - Fergus Murray, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.3.1	Raise awareness nationally of the qualities and attractiveness of Argyll and Bute as a location for investing, working, living, studying and visiting	ABC Head of Economic Development	Hold population summit	Summit held	May 2014
			Establish a public / private sector economic forum to lead and guide the preparation and implementation of a long term economic plan.	Forum established	Oct 2014
1.3.2	Develop a clear CPP communication strategy which will enable the promotion of positive perceptions and improvements.	ABC Communications Manager	Agree communication strategy with CPP partners	Strategy produced	March 2015
1.3.3	To deliver new signage/branding for our main gateways to Argyll and Bute (road, rail, ferry and air)	ABC Communications Manager	Agreement on branding to be used	Delivery of new signage	April 2016

<b>SHORT TERM OUTCOME 1.4 To ensure that Argyll and Bute is recognised nationally and internationally as a location for marine education, research and business</b>					
Short term outcome Lead - Lucinda Gray, HIE					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.4.1	Increase awareness of marine employment, education and business opportunities through engagement with SAMS and all local stakeholders	HIE Head of Projects and Partnerships Team	Introduce STEM Ambassador Programme to local businesses.	4	March 2015
			Attend events to highlight opportunities	3	

1.4.2	Secure tenants for Malin House Dunstaffnage, European Marine Science Park,		Tenants secured for premises	First 2 leases agreed	October 2014
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<b>SHORT TERM OUTCOME 1.5 To ensure we have a thriving, sustainable renewable energy sector with well-developed local supply chains and community benefits</b>					
Short term outcome lead - Audrey Martin, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.5.1	Establish clear indicators for the use of community benefit funds, with a focus on technical skills training for the sector.	ABC Projects and Renewables Manager	Number of communities benefitting	7	March 2015
			Appointment of Energy Skills Education Post in partnership with AliEnergy	Post successfully recruited	November 2014
1.5.2	Influence delivery of Islay Tidal Array through infrastructure, inward investment, supply chain, employment and training	HIE Head of Projects and Partnerships Team  Scottish Power	Financial closure by developer and project fully consented	September 2015	March 2017
			Installation completed	December 2016	
1.5.3	Support the development of the local energy supply chain	HIE Head of Projects and Partnerships Team  ABC Projects and Renewables Manager	Number of opportunities created for businesses to engage in direct supply chain contact	6	March 2015
			Update Renewable Energy Action Plan (REAP)	Update completed	September 2014

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

Short term outcome lead - Kerrie Grant, HIE

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.6.1	Secure and maintain ongoing sustainability of the Argyll and the Isles Tourism Co-operative Ltd (AITC) (trading arm of AISTP) to further develop the tourism value chain linked to the area's unique heritage, provenance and authenticity.	ABC Head of Economic Development	Increase in tourism spend (STEAM and DREAM data).		March 2015
		HIE Head of Strengthening Communities Team	Increase in number of businesses becoming members of AITC through their local marketing groups	Membership to reach 800	
1.6.2	Create partnership structures with the capacity and desire to develop the culture and heritage sector to maximise the unique opportunities provided by the unique culture and heritage of the area.	Argyll and Bute Council Culture and Libraries Manager	Development of cultural strategy and implementation of action plan	Implement action plan	
			Total visits in person and by website to museums	160,000 visitors annually	
		Implement the Gaelic Action Plan	Plan implemented		
		HIE Head of Strengthening Communities	Support implementation of 3 capital projects	Funding approved	
1.6.3	Support the delivery of high quality tourism experiences across Argyll and Bute	HIE Head of Strengthening Communities	Account manage tourism and cultural businesses and social enterprises	15 relevant organisations being account managed	
1.6.4	Build upon the local food and drink offering	HIE Head of Strengthening Communities	Deliver collaborative food, drink and tourism projects	2 projects delivered	

<b>SHORT TERM OUTCOME: 1.7 To create an environment where levels of entrepreneurship are increased</b>					
Short term outcome lead - Isabel Bremner, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.7.1	To increase business starts in each of the four council administrative areas	ABC Senior Development Officer Business Gateway  with support from Scottish Enterprise	Number of business start-ups	100 businesses across all four areas	March 2015
1.7.2	To establish an innovation centre for entrepreneurs in Helensburgh (Pilot) (John Logie Baird Centre).		Development of an innovation centre in Helensburgh	Centre established	

<b>SHORT TERM OUTCOME: 1.8 To maximise the economic impact of the public sector.</b>					
Short term outcome lead - Fergus Murray, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.8.1	To address the impact of potential future reductions in public sector employment.	CPP Management Committee	Commission research into changes in public sector employment and threats and scope for private sector to take up skills.	Research completed	March 2015
1.8.2	Attract public sector employment to Argyll and Bute	ABC Head of Improvement and HR	Study to identify possible opportunities for new public sector employment.	Study commissioned	
			Marketing campaign to promote Argyll and Bute as a great place to live, work and play.	Campaign prepared	December 2014
1.8.2 Ref 3.2.4 And Ref 3.2.5	To optimise public sector employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc.	ABC Head of Improvement and HR	Number of modern apprenticeships.	20	March 2015
			Number of graduate placements/internships.	4	
		HIE Head of Operations	Establish a protocol for creating modern apprenticeships on a pan CPP basis	Protocol established	

1.8.3	Optimise local benefits through public sector procurement process through continued usage of supplier development programme, utilising community benefit clauses where appropriate	ABC Procurement and Commissioning Manager	Increased number of local businesses bidding for tender opportunities	Increase by 2% from benchmark of 36%	March 2015
			Review of procurement policies	Review complete	

Strategic Partnerships	Supporting strategies / plans
<ul style="list-style-type: none"> <li>Argyll and Bute Renewables Alliance</li> <li>Argyll and the Isles Strategic Tourism Partnership</li> <li>Argyll and Bute Employability Partnership</li> <li>Third Sector and Communities Strategic Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Argyll and Bute Local Housing Strategy</li> <li>Argyll and Bute Skills Pipeline</li> <li>Argyll and Bute Youth Employment Activity Plan</li> <li>Argyll Voluntary Action Strategic Plan</li> <li>CHORD programme plan</li> <li>Economic Development Action Plan</li> <li>Scottish Government Economic Strategy</li> <li>Highlands and Islands Enterprise Operating Plan</li> <li>Local Development Plan</li> <li>Opportunities for All Development Plan</li> <li>Renewable Energy Action Plan</li> <li>Roads Asset Management and Maintenance Strategy</li> <li>Scottish Enterprise Operating Plan</li> <li>Scottish Ferries Plan</li> <li>Strategic Housing Investment Plan 2013-18,</li> <li>Strategic Infrastructure Plan (proposed)</li> <li>Third Sector Partnership Business Plan</li> </ul>
<b>Glossary of Abbreviations</b>	
SAMS	Scottish Association for Marine Science
SURF	Scottish Urban Regeneration Forum
STEAM	Scottish Tourism Economic Activity Monitor
DREAM	Detailed Regional Economic Accounting Modules
STEM	Science Technology Engineering and Mathematics

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# **Argyll and Bute Community Planning Partnership**

## **Single Outcome Agreement**

# **2013-2023**

**Overarching aim: Argyll and Bute's economic success is built on a growing population**

**Delivery plan for Outcome 2:**

**We have infrastructure that supports growth**

## OUTCOME 2 We have infrastructure that supports sustainable growth

Outcome Lead – Pippa Milne, ABC

### Main areas of focus included within this outcome:

This outcome focuses on 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). This will 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 (ABC)  
 Highlands and Islands Enterprise (HIE)  
 Scottish Enterprise (SE)  
 Scottish Government (SG)  
 Housing Associations  
 HITRANS  
 SEPA  
 Caledonian MacBrayne  
 CMAL  
 HIAL

### Equality outcomes

### Lead organisation

People from all Scotland’s community groups are safer in their homes and on our roads.

Scottish Fire and Rescue

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

SNH

<b>SHORT TERM OUTCOME 2.1 The transport connectivity across Argyll and Bute is improved</b>					
Short term outcome lead - Fergus Murray, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
2.1.1 Ref 6.4.2	To undertake a Strategic (Trunk) Road Action Plan with a focus on reliability of journey times and carriageway improvements for A82, A83 and A85.	ABC Head of Roads and Amenity Services  Hi- Trans  Transport Scotland	Number of serious accidents on trunk roads	Less than the threshold of 35 injury accidents per 100 million vehicle kilometres	March 2016
			Number of additional overtaking opportunities constructed.	Investigate baseline and set target March 2014	August 2014
2.1.2	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. CHORD, TIF and Maritime Change Programme	ABC Development Policy Manager / Projects and Renewables Manager	Meet timeline to prepare plan	Completion of Action Plan	April 2015
2.1.3	To achieve a regular commercial air link between Oban and Glasgow/ Oban to Barra.	ABC –Strategic Transport Manager	Development of logistics business case	Achievement of link	April 2015
2.1.4 Ref 5.2.3	Establish Green Networks in each of our Main Towns	ABC/SNH – Development Policy Manager / Area Manager SNH	Length of Green networks established	10 miles	October 2015

<b>SHORT TERM OUTCOME 2.2 The digital connectivity across Argyll and Bute is improved</b>					
Short term outcome lead - Fergus Murray					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
2.2.1	Deliver the roll out of high speed next generation broadband.	HIE/Scottish Government	Number of premises in Argyll and Bute with direct access to fibre technology.	Increase of x annually	Rest of Scotland (Helensburgh and Lomond) 2017
			Number of premises with access to high speed Broadband or above.	80%	Highlands and Islands (BC, MAKI,OLI) Dec 2016
			Number of areas targeted by community scheme	100% of eligible communities	Community Scotland Broadband 2015 (Areas to be agreed)
2.2.2	Work with key agencies to improve coverage and quality of mobile phone signals.	Scottish Government Department for Culture, Media and Sport	Number of premises in Argyll and Bute with access to 3G phone signal	80%	October 2017
			Reduce the number of not spots	currently 11 reduce to 5	

<b>SHORT TERM OUTCOME 2.3 The grid connectivity across Argyll and Bute is improved</b>					
Short term outcome lead - Fergus Murray, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
2.3.1	Influencing the scale and the speed of the investment in the grid	ABC/ABRA – Service Manager Projects and Renewables	Capacity in our grid network to allow additional renewable energy connections	Increase of capacity	March 2017

<b>SHORT TERM OUTCOME 2.4 To ensure that housing supports future economic success and a growing population</b>					
Short term outcome Lead - Moira MacVicar, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
2.4.1 Ref 4.5.9	To preserve and expand the supply of good quality housing units across all tenures to enable population growth.	Strategic Housing and Communities Forum – ABC Housing Manager	Number of new build housing units provided.	110 per annum	March 2015
			Number empty homes brought back into use	10 per annum	
2.4.2	Develop an Argyll and Bute generic, affordable and energy efficient house type.	ABC Development Policy Manager	Preparation of standard house type specification	Specification agreed	March 2016
2.4.3	Increase the supply of housing development opportunities within Argyll and Bute		Number of new housing sites identified within the Local Development Plan	20	March 2015
2.4.4	Ensure the development planning process supports the development of housing in Argyll and Bute	ABC Development Manager (planning)	Increase % of approval rate for householders applications	90%	

<b>SHORT TERM OUTCOME 2.5 Our essential utilities can facilitate economic growth across Argyll and Bute</b>					
Short term outcome lead - Scottish Water					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
2.5.1	Ensure there is sufficient water and waste water infrastructure capacity to support sustainable economic growth.	Scottish Water	Levels of capacity associated with our main water treatment and waste water facilities	5 communities per annum with capacity constraints removed	March 2016
			Improve the quality of private water supplies through regulation and provision of support through grant assistance	100% of commercial type A supplies improved to EC quality standards	March 2018

<b>SHORT TERM OUTCOME 2.6 To secure a sustainable and vital future for our town centres</b>					
Short term outcome lead - Fergus Murray, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
2.6.1	To undertake Action Plans for each of our six Main Town Centres	ABC –Projects and Renewables Manager	Number of Town Centres with an agreed Action Plan	6 completed	April 2017
2.6.2	Establish a simplified planning zone (investment zone) in one of our town centres as a pilot (Dunoon).	ABC –Development Policy Manager	Pilot undertaken within timescale	Delivery of Investment Zone	

<b>SHORT TERM OUTCOME 2.7 To optimise our public assets to best facilitate sustainable economic growth</b>					
Short term outcome lead - Fergus Murray, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
2.7.1	Undertake GIS audit of all public sector properties and land	ABC – Projects and Renewables Manager	Number of properties and land covered by system	100% coverage of Argyll and Bute with GIS audit	April 2015
2.7.2	Develop policy framework which maximises economic benefits from our surplus land and building assets (pilot Bute)	ABC – Development Policy Manager	Delivery of Pilot in Bute	Value of assets realised	April 2016
2.7.3	Deliver a Built Heritage Strategy for Argyll and Bute		Production of Strategy	Strategy agreed	September 2014
2.7.4	Develop a plan to promote our Piers and Harbours	ABC – Marine Operations Manager	Production of a short term development plan for key ports.	Plan produced	April 2015
2.7.5	Work with Scottish Futures Trust to ensure that we have a strategy for co-location where possible	ABC – Head of Facility Services	Production of strategy	Strategy agreed	April 2015

<b>SHORT TERM OUTCOME 2.8 To ensure that there is a generous supply of commercial property and developable land to support sustainable economic growth</b>					
Short term outcome lead - Angus Gilmour, ABC					
<b>2.8.1</b>	<b>To develop a marketing strategy to dispose of public sector surplus property and land</b>	<b>ABC – Head of Facility Services</b>	<b>Development and implementation of a strategy</b>	<b>Strategy complete</b>	<b>April 2015</b>

2.8.2	Ensure that the opportunities of co-location with partner agencies are considered in the preparation of every strategic change capital business case		Opportunities for co-location considered	100% compliance	
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<b>Strategic Partnerships</b>	<b>Supporting strategies / plans</b>
Argyll and Bute Strategic Housing and Communities Forum Argyll and the isles Coast and Countryside Trust ABRA Community Broadband Scotland Digital Scotland Hi-Trans	Proposed Strategic Infrastructure Plan Local Development Plan Economic Development Action Plan 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.

<b>Glossary of Abbreviations</b>	
ABRA	Argyll and Bute Renewables Alliance
TIF	Tax Incremental Finance Scheme



# **Argyll and Bute Community Planning Partnership**

## **Single Outcome Agreement**

# **2013-2023**

**Overarching aim: Argyll and Bute's economic success is built on a growing population**

**Delivery plan for Outcome 3:  
Education, skills and training maximises opportunities for all**

## 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:

This outcome focuses on supporting our children and young people to be ambitious and realise their full potential, ensuring that our education, skills training and volunteering opportunities are better aligned to economic development opportunities both within Argyll and Bute and nationally. We will also ensure that our learners are more confident, resilient and better enabled to manage the key transitional stages in their life and, to provide the skills needed for our residents 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 (ABC)  
 Argyll College UHI (AC) / other regional colleges  
 Skills Development Scotland (SDS)  
 Job Centre + (JC+)  
 Department Work Pensions (DWP)  
 Third Sector Partnership (TSP)  
 NHS Highland (NHS)  
 Argyll Voluntary Action (AVA)  
 Highlands and Islands Enterprise (HIE)  
 Scottish Enterprise (SE)

Equality outcome	Lead organisation
More people are actively engaged in local decision making	Argyll and Bute Council
Our service delivery is sensitive to the needs of all users	Argyll and Bute Council
We have improved engagement with protected groups	Argyll and Bute Council
The individual needs of all recipients of care are recognised	Argyll and Bute Council
An increasing number of young people aged 16-24 move into suitable employment in the Highlands and Islands as a result of HIE's influence and involvement.	Highland and Islands Enterprise
The college adopts a coherent and inclusive plan for equality and diversity within all its functions	Argyll College
Individual students are supported and their needs are met	Argyll College
Students feel that they are being treated fairly, sensitively and equally	Argyll College
People from all communities and equalities groups are welcomed as volunteers and we work to remove barriers to volunteering for all	Third Sector Partnership

### 3.1 Our children and young people in Argyll and Bute are supported to be ambitious and realise their full potential

Short term outcome lead - Anne Marie Knowles, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
3.1.1	Support the continued roll out Curriculum for Excellence across our schools	Education Manager (learning and achievement)	Attainments in literacy and numeracy – reporting on levels of attainment across CfE levels early – 4 (3 years to 15 years)	5% annual increase in % of P4 pupils attaining their expected levels in the Suffolk reading test 5% annual increase in % of primary children achieving expected levels in numeracy	September 2015
3.1.2	Develop a wider range of qualifications for the Senior Phase to support schools and pupils with course options that reflect local labour market employment opportunities and opportunities for progression to further study	Education Manager (learning and achievement)	Implementation of new exam framework for National 4s and 5s and new Higher – reporting on levels of attainment (15 years to 18 years)	S5 1+ Level 6 50% S5 3+ Level 6 27% S5 5+ Level 6 13% S6 3+ Level 6 39% S6 5+ Level 6 25% S6 1+ Level 7 18%	
			Implementation of the programme of alternative qualifications including skills for work	35 courses 1400 students	
			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.	100% compliance	
			Curriculum Planning Meetings held with Argyll College UHI and each of our 10 secondary schools to ensure that the college and school curriculum reflects the local job market	100% compliance	

			The percentage of young people moving into a positive destination after completion of an Activity Agreement.	75% each quarter	
			Number of Skills for Work courses offered by schools and partners (Argyll College) which reflect local labour market opportunities	55 courses	
3.1.3	Work with key agencies to ensure that the educational additional support needs of children and young people are met to enable these young people to realise their potential.	Education Manager (learning and achievement)  Skills Development Scotland Principal, Argyll College UHI	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	100% compliance	September 2015
3.1.4	Work with key agencies to ensure there are improved opportunities for our looked after children to realise their full potential	Children's Placement Manager Children and Families  Education Manager (Inclusion and Integration)	Each of our looked after children has 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	100%  8 per annum	September 2014  Review in 2016
3.1.5 Ref 4.4.2	Encourage and celebrate youth achievement	Youth Services Manager	The number of young people gaining accredited achievement awards	30 per annum	Review in 2017

### 3.2 To ensure education and skills training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally

Short term outcome lead - Fraser Durie, AC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
3.2.1	Improve the alignment of education and training with business requirements and the economic opportunities in Argyll and Bute	Education Manager (learning and achievement) Argyll and Bute Employability Partnership	Successful implementation of Argyll and Bute Employability Partnership Strategic Skills Pipeline and Youth Employment Activity Plan	Plan implemented	2017
		Head of Economic Development	Creation of local economic profiles within the local economic development actions plans	Local economic profiles completed	September 2014
3.2.2 Ref 4.3.4	Increase the number of planned work placements for Senior Phase pupils	Employability Partnership/ 10 secondary deputy head teachers.	Increased number of opportunities for pupils in S4-6 to participate in relevant work placements	500 young people per annum	Review for 2014/15
		Dr Andrea McColl from the HIE ScotGrad Programme	Increased number of summer placement opportunities and graduate placement positions through the SCOTGRAD programme.	6 per annum	
		Argyll Voluntary Action	No of young people completing PX2 (junior version of STEPS for Excellence course)	40 young people per annum	
3.2.3	Encourage employers and developers to provide opportunities for young people through grant and loan finance, the Business Gateway advisory service and through promotion of corporate responsibility.	Economic Development Manager	Number of enterprises receiving financial support	26	March 2015
			Number of individuals and new enterprises receiving advice /consultancy	24	Review 2017
			No of young people supported through Employer Recruitment Incentive	100	December 2014

3.2.4 Ref 1.8.2	Encourage local apprenticeships and training programmes which align with the demands of the local job market	Skills Development Scotland Head of Improvement and HR	Number of modern apprenticeships in place	20	March 2015
			Number of training programmes arranged	10	March 2016
3.2.5	Increase the number of targeted recruitment and training Community Benefits (e.g. apprenticeships, jobs, leadership training etc	Argyll and Bute Council Procurement and Commissioning Manager	Ensure where appropriate young people receive training opportunities and apprenticeships as a result of contracts being awarded	100% compliance	March 2015
3.2.6	Work with partner agencies to maximise the opportunities for children with disabilities to access training for employment	Employability Partnership Chair	Percentage of disabled young people entering training and employment	Increase by 15% annually	September 2017
			Percentage of disabled young people offered work experience placements with the community planning partners	Increase by 15% annually	
3.2.7	Develop a curriculum for Argyll College which is responsive to local needs	Principal Argyll College UHI	College operational and strategic plan completed and aligned to the Single Outcome Agreement (SOA) and Scottish Funding Council (SFC) Highlands and Islands Regional Outcome Agreement (ROA) for Further and Higher Education	Plan complete	September 2014
3.2.8	Review college provision for further and higher education in Helensburgh and Lomond	Principal Argyll College UHI	Review undertaken and initial business case prepared to consider funding implications	Initial business case complete	March 2016

<b>3.3 To enhance the contribution of our communities to school curricula</b>					
Short term outcome lead - Anne Marie Knowles, ABC					
	<b>Actions on this short term outcome</b>	<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
3.3.1	Improve the quality of information available which promotes our schools	Head of Customer and Support Services and Education Manager (performance and improvement)	Number of schools with informative and up to date websites using standardised education template and hosted on secure server	30 schools annually	100% compliance June 2017

3.3.2	Promote opportunities in all our schools for members of the community to contribute to pupil learning	Education Manager (learning and achievement)	Number of schools incorporating community contribution within their learning programmes	100% compliance	Sept 2017
3.3.3	Promote opportunities for young people to access vocational learning through emergency services and uniformed services cadet programmes		Number of young people taking part in cadet programmes across Argyll and Bute	Work with emergency services and armed forces to investigate baseline and set target for annual reporting 10% annual increase	Review 2017
3.3.4	Pursue creative arts and digital media opportunities within our schools with appropriate community organisations		Ensure that the improvement plan contains opportunities for the pursuit for creative arts and digital media	100% compliance	
3.3.5	Promote the future growth of Gaelic education, language and cultural activities through continued awareness raising and language learning opportunities within our schools and our communities	Head of Improvement and HR	Gaelic Language Plan 2013-2018 approved and successfully implemented	Implement plan	Review 2018

<b>3.4 To promote volunteering opportunities to young people within Argyll and Bute</b>					
Short term outcome lead - Martin Turnbull, ABC					
	<b>Actions on this short term outcome</b>	<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
3.4.1	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	50 and increase by 5% annually	Review 2017
3.4.2	Implement a new training programme supporting youth forum members to develop their leadership skills		New training programme implemented successfully	Training programme implemented	Review 2017
			Uptake in number of youth forum members attending training to develop their leadership skills	30 per annum	

3.4.3 Ref 3.1.5 and 4.4.2	Increase the number of young people engaged in volunteering	Argyll Voluntary Action	Number of young people completing Saltire awards	200 per annum	March 2016
		Youth Services Manager	Number of young people completing Duke of Edinburgh Awards	250 participants	March 2017
				40 awards	
		Argyll Voluntary Action	Provision of STEPS courses	25 courses per annum	September 2015
Active Schools Manager	Number of young people gaining Sports Leadership and Coaching awards	150 qualified senior pupils	September 2015		

<b>3.5 To support our children and young people to be more confident, resilient and better enabled to manage the key transitional stages in their life</b>					
Short term outcome lead - David Bain, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
3.5.1	Provide pupils and parents 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 to be created ensuring that we maximise continued learning and development	Education Manager (learning and achievement)	Pre5 and P7 pupil profiles are in place which will be used as part of the transition process	100% compliance	September 2016
3.5.2	Support Secondary 3 pupils to produce individual pupil profiles that maximise continued learning and development		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.		
3.5.3	Identify early pupils who are at risk of disengaging and failing to make a positive post-16 transition and provide support	Education Manager (performance and improvement)	Education risk matrix updated each term for all secondary schools	10 risk matrices updated per term	
3.5.4	Develop a life skills programme to support senior phase pupils and / or school leavers who are at risk of not achieving a positive destination	Education Manager (learning and achievement)	Number of young people offered an Activity Agreement	100%	March 2015



3.5.5 Ref 5.6.3	Ensure all young people are given the opportunity to acquire, develop and apply Career Management Skills	Skills Development Scotland	The number of young people in S4, S5 and S6 making positive and sustained post-school transitions	95%	Review 2017
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<b>3.6 To provide the skills needed for our residents to progress in their working and learning lives enabling them to contribute effectively to our communities</b>					
Short term outcome Lead - Glenn Heritage, AVA					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
3.6.1 Ref 4.7.1 and 4.7.5	Support children and young people to promote good citizenship and engage in wider decision making with partner agencies	Youth Services Manager	The number of children and young people involved in service planning and redesign of council and partner services	50 annually	Review 2017
3.6.2 Ref 4.4.1	Develop the Argyll Young Entrepreneurs website to support young entrepreneurs	Argyll Voluntary Action	Creation of Argyll Young Entrepreneurs website	Website created	March 2016
			The number of unique and return visits to website	10,000 visits	March 2017
3.6.3	Increase the capacity of community groups	Community Development Manager/ AVA/ABSEN	The number of capacity building support sessions given to community groups.	190 sessions per quarter	Review for 2015/16
3.6.4	Provide the opportunity for adults to participate in certificated courses across Argyll and Bute	Community Learning Manager / Principal Argyll College UHI	The number of adults achieving accredited learning outcomes	970 per annum	March 2015
3.6.5	Increase the number of CPP employees who are supported in their continuous professional development	Head of Improvement and HR, ABC and HR Managers across CPP	The % of training requests linked to Continuous Professional Developments plans delivered	75%	March 2015

3.6.6	Support adults to access learning opportunities and progression so that they gain skills and confidence with a particular focus on digital literacy	Community Learning Manager AVA Principal Argyll College UHI	Uptake of Community Learning and Development "IT for employability"	200 per quarter	September 2014
			Number of participants accessing basic IT courses (other than employability)	50 per quarter	
			Number of people accessing IT courses at SCQF level Int 2 and above	200 people	
3.6.7 Ref 5.6.7	Improve the learning and skills needs of people seeking a pathway to employment, education or training	Community Learning Manager JobCentre Plus	No of JSA claimants attending JobCentre Plus / Community Learning and Development information and support sessions	780 per quarter	September 2014
3.6.7 Ref 6.6.5	Provide opportunities for older people to be involved in community projects	Argyll Voluntary Action	The number of older people engaging in "Grey Matters" programme run by Argyll Voluntary Action	120 annually	March 2016

<b>Strategic Partnerships</b>	<b>Supporting strategies / plans</b>
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 Gaelic Language Plan

<b>Glossary of Abbreviations</b>	
UHI	University of the Highlands and Islands
CfE	Curriculum for Excellence
SCOTGRAD	Graduate placement programme
STEPS for Excellence	It is a developmental programme developed by the Pacific Institute which gives participants the opportunity to take a fresh look at their lives, enables them to see how much they are truly capable of achieving and offers tools to make it happen.
PX2	PX2 (formerly known as BREAKTHROUGH to Excellence) is based on the same principles of Steps suitable for young people (14 - 18yrs)
SCQF	Scottish Credit and Qualifications Framework

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# **Argyll and Bute Community Planning Partnership**

## **Single Outcome Agreement**

# **2013-2023**

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

**Delivery plan for Outcome 4:  
Children and young people  
have the best possible start**

## OUTCOME 4 - Children and young people have the best possible start.

Outcome Lead – Pat Tyrrell NHS

### Main areas of focus included within this outcome:

This outcome focuses on ensuring our children and young people are protected from abuse, neglect and harm, are more active and have more opportunities to participate in play, recreation and sport. We want to ensure our children live within a family supportive environment, have the highest possible standards of physical and mental health and, can access to positive learning environments and opportunities to develop skills. We will encourage children to have their voices heard and to play an active and responsible role in their communities. Collaborative working to deliver quality services early in life offers real and tangible outcomes for children, young people and their families. This includes promoting prevention and tackling poverty, inequality and poor outcomes by empowering communities to work together.

### Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)  
 NHS Highland (NHS)  
 Third Sector Partnership (TSP)  
 Police Scotland (PS)  
 Scottish Children Reporters Authority (SCRA)  
 Scottish Fire and Rescue Service

### Equality outcome

### Lead organisation

More children and young people are actively engaged in local decision making

Argyll and Bute Council

The gap in educational attainment between protected characteristics has been reduced

Argyll and Bute Council

The individual needs of all recipients of care are recognised

Argyll and Bute Council

<b>SHORT TERM OUTCOME 4.1 All our children and young people should be protected from abuse, neglect and harm.</b>					
Short term outcome lead - Louise Long, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
4.1.1 Ref 6.1.2	Children in need of protection are identified and receive prompt help to keep them safe and protected from harm	ABC Head of Children and Families	Child Protection investigations will have Inter-agency Referral and Tripartite Discussion within 24 hours	100% compliance	March 2015
4.1.2	Work together to ensure that vulnerable pregnant women & babies stay safe	NHS Highland Lead Nurse	Vulnerable babies aged 0-1 years will have an anti-natal assessment completed by the midwife by 20 weeks.	100% compliance.	March 2015
4.1.3	Ensure that partners work together to respond to children affected by domestic violence	ABC Head of Children and Families	Children who are affected by domestic abuse will have a child's plan	100% compliance	March 2015
4.1.4	Pathway for young people who are suicidal and self-harming implemented across agencies	NHS Highland Lead Nurse	Increase number of staff attending GIRFEC YP who self-harm training across Argyll & Bute	Increase by 2%	March 2015
			Increase number of young people accessing support from Abuse & Trauma Service	Increase by 2%	
			Children and young people report they feel safe at review	100% compliance	
4.1.5	Agencies work together to ensure that Integrated Chronologies become a part of daily practice	ABC Head of Children and Families	Number of staff attending training on chronologies across Argyll & Bute	Increase by 10%	March 2016
			Overall number of integrated chronologies completed by Lead Professional	Increase by 10%	
4.1.6	Work together to implement local risk assessment informed by National Risk Assessment tool kit	Argyll and Bute Council Head of Children and Families	Number of staff attending training on risk assessment	Increase by 10%	March 2015

			Number of looked after children who have risk assessment within 7 days	100%	
			Number of children on the child protection register will have risk assessment		
4.1.7	Key agencies work together to ensure that the newly revised national Getting Our Priorities Right (GOPR), informs new local guidance	NHS Highland Lead for Addictions	Number of staff completing training on GOPR	Increase by 10%	March 2015
			Number of child's assessment plans that identify substance misuse as an issue	Increase by 5%	
4.1.8 Ref 6.2.2	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	Eddie Renfrew Scottish Fire & Rescue	Number of home safety checks completed by the fire service	Increase by 2%	March 2015
			Number of staff attending home safety training	Increase by 10%	
			Home safety visits recorded on CareFirst system	100% compliance	
4.1.9 Ref 6.4.3	A range of Young Driver Safety Initiatives will be delivered in school to improve young people's awareness of the increased risks associated with being a new road user	ABC - Strategic Transportation Manager	Number of young drivers trained through Driver Safety Initiative	10% increase	March 2015
			Number children taking Cycling Proficiency		
4.1.10	Continue to work with Coastguard Service in relation to water safety education and promotion	MCA / Argyll and Bute Council	Number of children drowned (under15yrs) in Argyll & Bute	30% reduction	March 2017
4.1.11	All pre-5, primary, secondary and special establishments will:  a) Review their anti-bullying policies in line with the revised authority police and national guidelines  b) children and young people aged 3-18yrs receive education on how to protect themselves from bullying, including cyber-bullying  c) children and young people aged 3-18yrs receive education in keeping themselves safe.	Argyll and Bute Council Head of Education	Schools have reviewed their anti-bullying policies	100% compliance	March 2015
			Local anti-bullying trainers appointed (funding dependent)	15	
			Schools offer curricular provision on anti-bullying	100% compliance	
			School clusters have offered parents an internet safety awareness session		



**SHORT TERM OUTCOME 4.2 Children and young people should enjoy the highest possible attainable standards of physical and mental health**

Short term outcome lead - Elaine Garman, NHS

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.2.1	Partners work together to ensure children, young people and families are supported to access immunisation	NHS Highland Consultant Nurse, C&F	Primary immunisation uptake	95% or above at 24 months	March 2015
4.2.2	Work together to promote and assist children and young people in having good oral health	NHS Highland Lead Dental Officer	Children in each SIMD quintile to receive at least two applications of fluoride varnish per year by March 2014	60% of 3& 4 year olds	March 2015
			2 year old children registered with a dentist	Increase 10%	
			Increase the number of nurseries and primary schools participating in Childsmile Core and the proportion of the roll toothbrushing	Increase by 2%	
4.2.3	Services work to support children, young people and their families to know about the long-term benefits of healthy eating and exercise	NHS Highland Public Health Specialist	Primary 1 pupils have height and weight recorded	95%	March 2015
4.2.4	All partners are involved in ensuring that young mothers are aware of the benefits of breast feeding	NHS Highland Lead Midwife	Babies are breast fed at 6-8 weeks	33.3% or above	March 2015
			Antenatal mothers accessing 'Mellow Bumps' initiative		
4.2.5	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 Lead Midwife	Number of women smoking in pregnancy	Reduce by 2%	March 2015
4.2.6	All partners work to ensure that young mothers are aware of the issues which may affect the weight of their unborn babies		Through education and intervention the number of babies born with a lower than average birth weight is reduced	15% reduction in the rates of still births and infant mortality	March 2017

4.2.7	Work with partners to promote improved outcomes for Looked After Children	NHS Highland Nurse Consultant C&F	Looked after and accommodated and Looked after children receive initial health assessments	100%	March 2015
			Registered with General Practitioner		
			Registered with dentist and oral health care is provided		
			Registered with optician and eye check is offered if required		
			Immunisations are complete for age		
4.2.8	Work in partnership to ensure young carers health and wellbeing is not affected by their caring role	NHS Highland Nurse Consultant C&F	Number of young carers identified at the time of assessment	2% increase	March 2015
			Number of young carers identified and supported by local carers projects	10% increase	
4.2.9	Ensure services are able to support the emotional wellbeing of care leavers	NHS Highland Lead for Mental Health	Care leavers with pathway coordinator	100%	March 2016
			Care leavers with pathway plan	100%	
4.2.10	Services will work together to ensure all secondary school children have access to sexual health education	NHS Highland Public Health Specialist	Secondary aged children and young people have the opportunity to engage with sexual health and relationships education	100%	June 2015
4.2.11	Children, young people and their families will have easier access to mental health support services	NHS Highland Lead for Mental Health	Access to mental health services	18 weeks referral to treatment	March 2015
4.2.12	Work together to ensure that children and young people get access to trauma services	Argyll and Bute Council Head of C&F	Schools and Social Work offices are able to offer children and young people access to trauma services	100%	June 2015
4.2.13	Continue to work across all agencies to minimise the effect of substance misuse on children, young people and their families	NHS Highland Lead for addictions	Number of children on the child protection register as a result of parental substance misuse	5% reduction	March 2016
			Number of alcohol related admissions to hospital in the younger age groups	2% reduction	

			Rate of youth offending	5% reduction	
			Ensure that young people are encouraged as appropriate to participate in local substance misuses forums	100%	
4.2.14	Develop events and materials for young people about drugs, working with education professionals	NHS Highland Lead for Addictions/ ABC Head of Education	Number of school events delivering drug awareness information	10 per annum	March 2015
4.2.15	Work with partners to reduce the incidence of young people smoking		Numbers of children smoking	10% reduction	March 2017

<b>SHORT TERM OUTCOME 4.3</b>					
<b>Children and young people should have access to positive learning environments and opportunities to develop their skills.</b>					
Short term outcome lead - Anne Marie Knowles, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
4.3.1	Partners work together to ensure attainment of looked after children continues to increase	Argyll and Bute Council Head of Education	To increase the% levels of attainment for looked after children	20%	June 2015
	Key partners work together to work towards reducing school exclusion		Reduce number of hours of education time lost through exclusions for pupils	Reduce to 2500	
4.3.2	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.	Argyll and Bute Council Head of Education	Children with ASD will have a transitions plan in place to assist in making the transition from Primary to Secondary education.	100 %	March 2015

4.3.3	Community planning partners work together to make sure that all children achieve their full potential	Argyll and Bute Council Head of Children and Families	All 30 month old children reach their developmental milestones	85%	December 2017
			All children have reached their expected developmental milestones in readiness for going to school	90%	
4.3.4 Ref 3.2.2	Work together to offer all children and young people a wide range of educational experiences which challenge and support appropriately, developing the whole child	Argyll and Bute Council Head of Education	Number of young people gaining accredited achievement awards	5% increase	June 2014
			Senior phase pupils should have access to a relevant work placement	100%	
<b>SHORT TERM OUTCOME 4.4</b>					
<b>Children and young people are valued and supported to be the best they can be.</b>					
Short term outcome lead - Glenn Heritage, AVA					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
4.4.1 Ref 3.6.2	Partner agencies provide more creative and positive local opportunities for training and employment for young people	Argyll Voluntary Action Chief Executive	Number of young people accessing media cafes and the Argyll Young Entrepreneurs website	10% increase	March 2017
4.4.2 Ref 3.1.5	Encourage and celebrate Youth Achievement	Argyll and Bute Council Youth Services Manager	Number of young people gaining accredited ASDAN certificates and saltire awards	Target 30 per annum and increase by 10% annually	
4.4.3	Ensure that all children and young people with Autistic Spectrum Disorder are able to access a clear pathway for assessment and support across the partnership	NHS Highland Lead for Mental Health	Children and young people affected by Autistic Spectrum Disorder will follow a clear and jointly agreed pathway in relation to improving their assessment, diagnosis and intervention.	100%	

<b>SHORT TERM OUTCOME 4.5</b>					
<b>Children and young people feel secure and cared for.</b>					
Short term outcome lead - Louise Long, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
4.5.1	Partners work to ensure kinship carers receive the right support at the right time by the right people	Argyll and Bute Council Head of Children and Families	Number of looked after children in kinship placements	46%	March 2016
4.5.2	Work together to enhance and develop respite/short break options		Number of children and young people accessing respite	10% increase	
4.5.3	Partners work together to reduce the time decision making in relation to permanency		% of looked after children in care for over 12 months with a plan of permanence	75%	March 2015
4.5.4	Corporate Parenting adopted across partner agencies.		Partner agencies are aware of the Corporate Parenting Policy	100%	March 2015
4.5.5	Work together to reduce the number of children and young people experiencing homelessness		Households assessed as homeless	5% reduction	March 2015
4.5.6	Work together to reduce the number of external placements for looked after and accommodated children		Number of children in Argyll and Bute's Residential Units	% occupancy	March 2015
4.5.7	Agencies work together to increase the opportunities for sibling groups to be together		% of sibling groups accommodated	80%	
4.5.8	Role of Children's Champion developed by key agencies		Stakeholders will have access to Children's Champions as required.	100%	
4.5.9 Ref 2.4.1	Partners work together to ensure that there is improved availability of suitable housing	Housing Services Manager ABC	Number of new specialist housing completed per annum.	Increase by 2% annually	March 2017
			Number of new and affordable homes completed per annum		
4.5.10	Work together to make sure that all families have access to flexible early learning and childcare	Argyll and Bute Council Head of Education	Children offered 600 hours childcare provision	100%	

<b>SHORT TERM OUTCOME 4.6</b>						
<b>All our children have increased opportunities and are encouraged to participate in play, recreation and sport.</b>						
Short term outcome lead - Muriel Kupris, ABC						
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>	
4.6.1	Work together to ensure that all children and young people have access to a range of sports activities at school	Argyll and Bute Council Active Schools Co-ordinator	Schools providing 2 hours physical education per week in schools curriculum	100%	June 2014	
4.6.2 Ref 5.2.2	Agencies work to ensure that children and young people have opportunities to use the outdoor environment as part of their curriculum	Argyll and Bute Council Active Schools Co-ordinator	Number of children actively involved in out of schools activities	5% increase	March 2015	
			Number of clubs linked to schools	2% increase		
<b>SHORT TERM OUTCOME 4.7</b>						
<b>Children and young people have their voices heard and are encouraged to play an active and responsible role in their communities.</b>						
Short term outcome lead - Martin Turnbull, ABC						
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>	
4.7.1 Ref 3.6.1	Work together to ensure that children and young people have a voice in developing services and are able to influence community decision making	Youth Services Manager	Number of young people attending Area Community Planning Groups	5% increase	March 2015	
4.7.2	Continue to develop advocacy services to support service improvement driven by live feedback from children, young people and their families	Argyll and Bute Council Head of Children and Families	Children, young people and their families will have access to advocacy and "Voices of Children"	100%		
4.7.3	Key partner agencies will continue to work closely with Community Police and Criminal Justice Team	Argyll and Bute Council Service Manager Criminal Justice	Number of Criminal Justice clients on supervision reoffending within one year			
			Number of Criminal Justice clients aged 16-18			
			Number of Criminal Justice clients aged 18-21			
4.7.4 Ref 3.6.1	Involve young people in Community Planning	Youth Services Manager	Annual youth conference targeted specifically for the 12 – 24 year olds; the agenda and focus will complement that of the CPP Full Partnership	Conference held	March 2016	

Strategic Partnerships	Supporting strategies / plans
Argyll and Bute's Children Argyll and Bute Child Protection Committee Health and Social Care Strategic Partnership CAPCOG (Children And Adults Chief Officers Group)	Argyll and Bute Integrated Children's Service Plan

Glossary of Abbreviations	
GIRFEC	Getting It Right for Every Child
CYP	Children and Young People
C&F	Children and families
GIRAN	Getting It Right Antenatally
EYC	Early Years Collaborative
SIMD	Scottish Index of Multiple Deprivation
ASD	Autistic Spectrum Disorder
LAAC	Looked After and Accommodated Children
CJSW	Criminal Justice Social Work

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# **Argyll and Bute Community Planning Partnership**

## **Single Outcome Agreement**

# **2013-2023**

**Overarching aim: Argyll and Bute's economic success is built on a growing population**

**Delivery plan for Outcome 5:  
People live active, healthier  
and independent lives**

## OUTCOME 5: People live active, healthier and independent lives

Outcome Lead – Elaine Garman, NHS Highland

### Main areas of focus included within this outcome:

This outcome focuses on narrowing the gap in health inequalities by providing opportunities for everyone to be physically active and energetic members of their communities. People are enabled to live independently, with meaning and purpose, within their own community and 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 to reduce health inequalities.

### Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)  
 NHS Highland (NHS)  
 Third Sector Partnership (TSP)  
 Police Scotland (PS)  
 Scottish Fire and Rescue Service (SFRS)  
 Registered Social Landlords / Housing Associations (RSL)  
 Home Energy Scotland (HES)  
 Highlands and Islands Enterprise (HIE)  
 Scottish Natural Heritage (SNH)  
 Alcohol and Drugs Partnership (ADP)

Equality outcome	Lead organisation
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	NHS Highland
The needs of individuals who provide unpaid care and support are recognised and met including young carers	ABC
The individual needs of all recipients of care are recognised	ABC
Men of working age will have increased opportunity for health improvement as a result of specially targeted health improvement services	NHS Highland
Better Health is accessible for Gypsy Traveller people through wider uptake of health improvement support and services	NHS Highland
Women who experience Gender Based Violence will receive health services that meet their needs	NHS Highland
People with access support needs will experience improved access to NHS services	NHS Highland
People who have mental health problems will be able to access NHS services without fear of stigma or discrimination	NHS Highland

<b>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)</b>					
Short term outcome lead - Jim Robb, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
5.1.1	Continue to shift the balance of care from institutional to community based settings	Joint Commissioning Group Lead Nurse / Head of Adult Care	% of Older People receiving Care in the Community	80%	March 2015
			% of Older People receiving Care in a care home environment	20%	
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 Lead Nurse/ Head of Adult Care	Reduce the rate of emergency inpatient bed days for people aged 75 and over	Reduce by 12%	March 2015
			Number of Enhanced Telecare Packages	460	
5.1.3	Promote and build social networks that may sustain people to live more independently for longer	Joint Commissioning Group Lead Nurse/ Head of Adult Care	% of older people cared for at home, receiving respite in a care home	25%	March 2015
5.1.4	Remodel services to reflect increased personalisation through self directed support	Joint Commissioning Group Lead Nurse/ Head of Adult Care	All eligible cases have access to the Self Directed Support option	100%	
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	Increase the number of staff and volunteers trained to deliver falls prevention awareness	Increase by 10%	March 2016
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 Forum Housing Services Manager	Assess the requirements for extra care housing in all new build developments	100% compliance	March 2015
5.1.7	Carers are identified, supported and enabled to fulfil their roles.	Joint Commissioning Group Lead Nurse/ Head of Adult Care	% of Carers Assessments completed within 28 days	100%	March 2015

<b>SHORT TERM OUTCOME 5.2 Individuals are more physically active</b>					
Short term outcome lead - Muriel Kupris, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
5.2.1	Work in partnership to tackle obesity and diabetes	NHS Highland Debbie Kirby	Increase the number of patients accessing Counterweight programme	Increase by 20%	March 2016
5.2.2	Improve access and develop more opportunities for people to participate in physical exercise/activity	Argyll and Bute Council Leisure Services Manager	Increase the completion rate of the Argyll Active Programme (baseline 34%)	Increase to 44%	
			Increase the of range of fitness class opportunities for older people	Increase by 10%	
Ref 4.6.2		Argyll and Bute Council Leisure Services Manager/ Education Manager	Increase the number of children actively involved in out of school activities/sport	5% increase	March 2017
	Argyll and Bute Council Education Manager	100% of schools providing 2hours of physical education per week in schools curriculum	100%	June 2014	
5.2.3 Ref 2.1.4	Increase accessibility to outdoor environments / green spaces	SNH Forestry Commission Argyll and the Isles Coast and Countryside Trust (AICCT)	Increase proportion of adults making one or more visits to the outdoors per week	Increase by 5%	March 2015

<b>SHORT TERM OUTCOME 5.3 Individuals make healthier/positive lifestyle choices.</b>					
Short term outcome lead - Alison McGrory, NHS					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
5.3.1	Work in partnership to reduce tobacco use	NHS Jill Denton	Reduce number of adult population who smoke	Reduce by 1260	March 2015
5.3.2	Reduction in drug related morbidity and mortality	Alcohol and Drug Partnership Dr David Greenwell	Number of reported cases of opiate overdoses resulting in Naloxone being administered	8	

5.3.3 Ref 6.5.1	People receive early and brief interventions that are effective in reducing consumption of alcohol	Alcohol and Drug Partnership Senior Health Promotion Specialist	Reduce rate of alcohol related admissions	1066	
5.3.4	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	Alcohol and Drug Partnership Senior Health Promotion Specialist  Education	Health and wellbeing embedded in Curriculum for Excellence	Evidence from 4 lesson plans	
5.3.5	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	
5.3.6	Improve wellbeing in sexual health and reduce risk of blood born viruses	NHS Laura Stephenson	Implementation of Highland and Argyll and Bute Sexual Health and HIV Action Plan 2013 - 2015	Plan Implemented	

<b>SHORT TERM OUTCOME 5.4 Mental health and wellbeing is improved.</b>					
Short term outcome lead - Samantha Campbell, NHS					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
5.4.1	Promote and build social networks to improve mental health	AVA Chief Executive	Increase number of peer support groups	6	March 2015
5.4.2	Mental health and wellbeing training and awareness targeted at community planning partners	NHS Samantha Campbell	Number of attendees attending courses addressing mental health and wellbeing issues		
5.4.3	Implement systems which support all people who have lost others to suicide either in a professional or personal capacity	Choose Life Tracy Preece	Increase public visibility and awareness of support options (SOBS, Samaritans, GSH) by information provided through GP practices	>99% of GP practices available information	
5.4.4	Provide a comprehensive training programme for suicide and self-harm	Choose Life Tracy Preece	% of frontline NHS staff trained	50%	

<b>SHORT TERM OUTCOME 5.5 We have accessible high quality services which improve quality of life and wellbeing</b>					
Short term outcome lead - Allen Stevenson, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
5.5.1	Integrate health and social care services in Argyll and Bute	NHS / Argyll and Bute Council Service Development Manager	Establishment of joint board and management structure	Sign off by Scottish Government	March 2015
5.5.2	Deliver services that assist with the reablement of older persons	NHS Mary Wilson	Implement reablement strategy	Strategy in place	
5.5.3	Redesign services to ensure that older people can live healthy active lives in their community	Joint Commissioning Group Operations Director CHP	Implement Reshaping Care for Older People strategy <i>Altogether better long, healthy, active lives</i>	Strategy in place	

<b>SHORT TERM OUTCOME 5.6 Our partners work together to ensure that we mitigate against the effects of poverty across Argyll and Bute</b>					
Short term outcome lead - Judy Orr, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
5.6.1	The incidence of homelessness is reduced	Argyll and Bute Council Housing Services Manager	Support independent living by maximising Welfare Rights	£1.6 million	March 2015
			Repeat homelessness within 12 months	6%	
5.6.2	Improve energy efficiency in the housing stock within Argyll and Bute	Argyll and Bute Council Strategic Housing Forum Housing Services Manager	Increased number of houses that are energy efficient	900	
5.6.3 Ref 3.5.5	Reducing inequalities through employment/employability	Employability Partnership Chair	Continued fall in the % of those unemployed for over 12 months	5%	
			The number of young people in S4, S5 and S6 making positive and sustained post-school transitions	95%	

5.6.4	Investigate key interventions that could be supported in our communities to minimise the impact of poverty	Health and Wellbeing Partnership Chair	Evaluate impact of Health & Wellbeing Fund	Produce impact assessment	
5.6.5	Ensure maximum impact from Scottish welfare fund	Argyll and Bute Council Revenues and Benefits Manager	Assistance provided through the fund is maximised	Increase the level of annual spend to 100% of the annual limit	
5.6.6	Ensuring maximum uptake of available income & benefits	Argyll and Bute Advice Network Chair	All new housing benefit claims are processed within 23 days	100%	
5.6.7 Ref 3.6.7	Adverse impacts of welfare reform are minimised	Argyll and Bute Welfare Reform Working Group Chair	Number of hours crisis intervention support delivered	22,000 hours support	
			Number of households assisted through discretionary housing payments	650	
			Number of tenants removed from spare room subsidy through tenants incentive scheme	50	
			Number of JSA claimants attending Job Centre Plus/ Community Learning and Development information and support sessions	Over 60 JSA claimants per week	September 2014
			A credit union persuaded to offer transactional banking services in our area	New service proposed	March 2015

Strategic Partnerships	Supporting strategies / plans
Argyll and Bute Advice Network Argyll and Bute Against Domestic Abuse and Violence Against Women Partnership Argyll and Bute Community Health Partnership Argyll and Bute Health and Social Care Partnership Argyll and Bute Local Access Forum Argyll and Bute Strategic Housing and Communities Forum Third Sector and Communities CPP Sub-group Health and Wellbeing Partnership	Health and Wellbeing Partnership Joint Health Improvement Plan Mental Health Modernisation and Strategic Framework for Mental Health and Well-being Reshaping Care for Older People A&B Integrated Children’s Services Plan Local Housing Strategy NHS Highland Health Inequalities Action Plan.
Glossary of Abbreviations	
SOBS	Survivors of Bereavement by Suicide (previously known as SOBS)
GSH	Global Saving Humanity



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**ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP**

**Management Committee**  
**Date: 25 April 2014**

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**Argyll and Bute ADP Update Report**

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**1.0 SUMMARY**

- 1.1 The Argyll and Bute Alcohol and Drug Partnership (ADP) is a partnership of statutory and voluntary organisations working together to achieve a reduction in the harmful effects of alcohol and drugs on both individuals and the wider community.
- 1.2 Significant work has been undertaken recently by the Argyll and Bute ADP to ensure that it is in the best possible position to support the delivery of high quality services to those impacted by drug and alcohol addictions. This report updates the CPP MC on the recent changes at this time to offer assurance that the priorities in relation to addiction services as laid out within the SOA and associated delivery plans are on track and that a process is in place to support these priorities on an ongoing basis.

**2.0 RECOMMENDATIONS**

- 2.1 That the CPP management committee notes the good progress made towards the delivery of the Argyll and Bute ADP Strategy 2013-2016 and the changes made to both the governance and service delivery arrangements which support this.

**3.0 DETAIL**

- 3.1 Alcohol and Drug Partnerships (ADPs) were formed as a result of the decision of the Delivery Reform Group set up by the Scottish Government in 2008, who identified the need for reform of the delivery of drug and alcohol services. ADPs were formed under a framework which set them as strategic partnerships which help locally deliver the outcomes of Community Planning Partnership (CPPs) which relate to alcohol and drugs.
- 3.2 In 2012 the Argyll and Bute ADP agreed an overarching process commencing with the commissioning of an area needs analysis for alcohol and drug services and featuring the sequential steps of agreeing a service strategy related to a local outcomes framework; developing a service delivery plan; creating a

Commissioning Plan with associated service specifications for both statutory and non-statutory services and establishing new commissioned contracts for the delivery of those services. The ADP is ready to embark on a procurement process through a tendering programme; which will lead to the establishing of the new contracts and contract management arrangements; and establishing a performance management and reporting framework.

- 3.3 The Argyll and Bute ADP Strategy was finalised at the beginning of 2013. The development of the 2013-2016 strategy sought to develop open, transparent and best working practices through a series of key actions under the following four ADP priorities:
1. Health in Argyll and Bute is maximised and communities feel engaged and empowered to make healthier choices regarding alcohol and drugs
  2. Effective integrated care pathways are established, offering a flexible range of services from assessment to recovery is in place in Argyll and Bute
  3. Individuals, families and communities in Argyll and Bute are protected against substance misuse harm
  4. Children affected by parental and personal substance misuse are protected and build resilience through the joint working of adult and children's services in Argyll and Bute
- 3.4 These key actions were expanded upon in the ADP delivery plan which was approved in January 2014. The aim of the delivery plan being to programme the actions identified to achieve the strategy and to identify the resource and timescales required to do so. The delivery plan has also helped to increase confidence across a range of stakeholders (including service users, their families, service providers, the CPP and the Scottish Government) that high quality services, are being delivered. In developing the delivery plan, the ADP consulted widely, hosting workshops across Argyll and Bute and consulting with service users.
- 3.5 Work is now underway to support the monitoring of the outcomes identified within the delivery plan and the associated performance measures, including HEAT targets. An ADP scorecard will now be built into the Pyramid performance management system.
- 3.6 In July 2013 the ADP began the process of preparing service specifications for both the non-statutory and statutory services and agreed a commissioning process. This involved partners from both statutory and 3<sup>rd</sup> sectors. Work is well underway with this and it is expected that the non-statutory services contracts will be awarded on 1 August 2014 with a contract start date of 1 November 2014. A new service specification for the statutory services, the Argyll and Bute Addictions Team, will be in place for 1 July 2014.

- 3.7 A communication and engagement plan has recently been agreed and by producing clear and meaningful communication material the ADP aims to:
- Through communications campaigns, increase the uptake of drug and alcohol services in Argyll and Bute
  - Raise the profile of substance misuse, the ADP and ADP Partners amongst professionals in wider settings, individuals, communities and organisations to ensure they are well informed and non-judgemental
  - Develop improved communications to build confidence and engagement in the work being done in Argyll and Bute to tackle substance misuse and, to educate the communities of Argyll and Bute about drugs and alcohol information to those affected by drug and alcohol issues and their friends and families.
- 3.8 Finally the governance of the ADP has recently been revised, strengthened and simplified. The Lead Officers Group has been renamed the Executive Group, currently chaired by Cleland Sneddon, Executive Director of Community Services. The Implementation Group has been renamed the Delivery Group, currently chaired by Agnes Harvey, service manager of Kaleidoscope, the Delivery Group reports to the Executive Group. A new Performance Management and Resourcing Group responsible for monitoring the implementation of the delivery plan, finance and workforce issues has been created as a subgroup of the Delivery Group. The seven local forums continue to exist as previous reporting into the delivery group these being Bute, Cowal, Helensburgh and Lomond, Islay, Kintyre, Mid Argyll and Oban. In addition standalone groups continue to exist as previous such as the Drug Related Deaths Review Group.
- 3.9 The ADP Coordinator has also indicated recently she will be leaving the partnership at the end of the summer to take up a study course in public health. NHS Highland will make appropriate arrangements for this post to be filled as lead agency for the partnership.
- 3.10 In conclusion, there has been a significant change in the structure and support for the ADP in recent months and there is a real commitment from all partners in both the statutory and non-statutory services to work together to achieve the strategic aims of the Alcohol and Drugs Partnership in Argyll and Bute.

**Cleland Sneddon**  
**Executive Director Community Services**  
**Chair Argyll and Bute ADP Executive Committee**

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# **Argyll and Bute Community Planning Partnership**

## **Single Outcome Agreement**

# **2013-2023**

**Overarching aim: Argyll and Bute's economic success is built on a growing population**

**Delivery plan for Outcome 6:  
People live in safer and stronger communities**

## OUTCOME 6: People live in safer and stronger communities

Outcome Leads – Barry McEwan, Police Service of Scotland  
- Paul Connelly, Scottish Fire and Rescue Service

### Main areas of focus included within this outcome:

This outcome focuses on ensuring our communities feel safer and that Argyll and Bute is a safer place. We are supporting communities to become strong, resilient and self-reliant and ensuring the natural and built environment is safe, respected, valued and free of environmental crime.

### Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)  
NHS Highland (NHS)  
Police Service of Scotland (PS)  
Scottish Fire and Rescue Service (SFRS)  
Third Sector Partnership (TSP)  
Registered Social Landlords (RSL)

### Equality outcome

### Lead organisation

People better recognise hate crimes and incidents and feel confident reporting them.	Police Scotland/ NHS Highland
Individuals within and across protected groups feel safe and secure within their local communities.	Police Scotland/ Scottish Fire and Rescue
Victims of gender-based assault are safer and are confident that services are responsive to their needs.	Police Scotland/ NHS Highland
People from all Scotland's community groups are safer in their homes and on our roads.	Scottish Fire and Rescue Service/ Police Scotland
People from across all communities are enabled to live their lives free from hate crime, harassment and domestic abuse.	Scottish Fire and Rescue Service/ Police Scotland

<b>SHORT TERM OUTCOME 6.1 Enhance the safety of women and children</b>					
Short term outcome lead - Moira Paton, NHS					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
6.1.1	Provide support and assistance to all victims of domestic abuse and robustly manage offenders	Lead Organisation - Violence Against Women (VAW) Partnership/Police Women's Aid/Assist  Responsible Post - Chair of VAW Partnership	Number of domestic abuse incidents reported to the police	Baselines finalised April 14	2017
			Number of detected crimes in relation to domestic abuse	Baselines finalised April 14	
			% of Assist referrals prior to offenders attending court	100% compliance	2015
			Create robust Multi agency tasking and coordinating (MATAC) processes and Multi agency risk assessment conferences (MARAC) for high risk nominals	Processes in place	April 2016
6.1.2 Ref 4.1.1	To ensure we have effective partnership working in place to support the safety of children	Lead Organisation - Child Protection Committee/Social Work/ Police/ Health/ Education/Trading Standards  Responsible Post - GIRFEC	Increase % of pupils/youth groups participating in Alcohol/Drug /Internet Safety/Bullying inputs	Baseline established and target agreed	April 2015
			Number of Test Purchasing Operations	Baseline - 24 premises visited - 2013-14 Target - 27 premises	Review March 2015

			% of Child Protection domestic/GIRFEC referrals to Early and Effective Intervention (EEI) coordinator, Social Work, Education, Health on next working day	100% compliance	Review March 2017
6.1.3	Enhance the safety of women by delivering in partnership education and prevention programmes	Lead Organisation - VAW Partnership  Responsible Post - Chair of VAW Partnership	Decrease in number of Group 2 (sexual) crimes per 10,000 head of total population	Baseline finalised and target agreed	Review March 2017
			Increase % of participants in presentations	Baseline finalised and target agreed	

<b>SHORT TERM OUTCOME 6.2 Enhance the safety of vulnerable groups</b>					
Short term outcome lead - Marlene Baillie, Police Scotland					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
6.2.1	Develop effective partnership working and referral processes to protect vulnerable individuals and groups	Lead Organisation - Police Scotland/ Scottish Fire and Rescue Service/Social Work/Health/Adult Protection Committee (APC)  Responsible Post - Police Scotland	Create Police Vulnerability/Concern Hub	Hub created	Dec 2014
			Integrate Partners within Vulnerability/ Concern Hub	Integration complete	June 2015
			Average days between investigation and adult protection case conference	10 days	March 2015



6.2.2 Ref 4.1.8	Ensure people are safe in their homes and the risk of harm and injury is reduced	Lead Organisation - Police Scotland/ Scottish Fire and Rescue Service /Social Work/Health/APC	Number of home fire safety visits	Baseline target established and set target April 2014	Review March 2017
		Responsible Post - Police Scotland/ Scottish Fire and Rescue Service	Number of joint operations to target Bogus Crime	10 joint operations during period 2013-14. Target to undertake minimum of 15 for forthcoming period 2014-15	March 2015
			Number of domestic housebreaking - % reduction and % increased detection rate.	Baseline target established and set target April 2014	Review March 2017

<b>SHORT TERM OUTCOME 6.3 Tackle disorder, anti social behaviour and violent crime</b>					
Short term outcome lead - Gary Stitt Police Scotland					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
6.3.1	Ensure effective multi agency tasking processes are in place to tackle disorder, antisocial behaviour and assaults through identification of hot spot locations and the management of repeat offenders.	Lead Organisation - Police Scotland/ Community Safety Tactical Group  Responsible Post - Police Scotland/ MATAAC Chair	Stronger integration of the community safety strategy within the community planning framework	Community Safety Plan in place by Oct 2014	Oct 2014
			Development of more effective partnership working based upon tasking and coordinating approaches to achieving outcomes	MATAAC Group established April 2015	April 2015
			Number of incidents of antisocial behaviour	Baseline target established and set target April 2014	March 2015
			Number of serious violent crimes (Murder, Attempt Murder, Serious Assault and Robbery)	Baseline target established and set target April 2014	

			Number of other crimes of violence (Common Assault)	Baseline target established and set target April 2014	
6.3.2	Ensure effective multi agency processes are in place to tackle serious and organised crime by targeting offenders and groups who cause harm to our communities and ensure positive interventions where appropriate.	Lead Organisation - Argyll and Bute Serious Organised Crime (SOC) Interventions Group  Responsible Post - Chair of SOC Interventions Group	Monetary sum of Proceeds of Crime Act (POCA) seizures	Baseline target established and set target April 2014	Review March 2017
			Number of drugs supply detections and interventions	Baseline target established and set target April 2014	
			Increased community awareness through presentations to reduce risk	Baseline target established and set target April 2014	
6.3.3	Reduce access to public funds by Serious Organised Crime groups by reviewing current practices in public sector procurement policies and processes.	Lead Organisation - Argyll and Bute Serious Organised Crime (SOC) Interventions Group  Responsible Post - Chair of SOC Interventions Group	Number of legitimate enterprise seizures	Baseline target established and set target April 2014	Review March 2017
			100% compliance with procurement auditing processes		
6.3.4	Reduce the number of deliberate fires by improved partnership working, information sharing and targeting of offenders	Scottish Fire and Rescue Service  Head of Prevention and Protection	Number of wilful fire raisings	Baseline target established and set target April 2014	Review March 2017
			Number of detections for wilful fire raising	Baseline target established and set target April 2014	

<b>SHORT TERM OUTCOME 6.4 Improve environment, transport and fire safety</b>					
Short term outcome lead - Eddie Renfrew, Scottish Fire and Rescue Service					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
6.4.1	Reduce non domestic and secondary fires by engaging with local businesses including farming community	Lead Organisation - Scottish Fire and Rescue/ Argyll and Bute Fire Group  Head of Prevention and Protection	Number of fire enforcement audits for business premises	Baseline target established and set target April 2014	Review March 2017
			Number of reports of secondary fires	Baseline target established and set target April 2014	
6.4.2 Ref 2.1.1	Through effective partnership working and information sharing, reduce the no. of serious and fatal road traffic collisions on our roads	Lead Organisation – Argyll and Bute Road Safety Group  Responsible Post - Chair of Argyll and Bute Road Safety Group	Number of people killed	Baseline target established and set target April 2014	Review March 2017
			Number of people seriously injured	Baseline target established and set target April 2014	
6.4.3 Ref 4.1.9	Deliver education and prevention inputs to groups identified as high risk road users	Lead Organisation - Police Scotland/ Argyll and Bute Road Safety Group  Responsible Post - Chair of Argyll and Bute Road Safety Group	Number of road safety detections	Baseline target established and set target April 2014	Review March 2017
			Number of positive interventions	Baseline target established and set target April 2014	
			Number of Road Traffic Accidents	Baseline target established and set target April 2014	

6.4.4	Work in partnership with services and community groups to improve the environment and reduce vandalism, littering, dog fouling, fly tipping, wild camping and wildlife crime	Lead Organisation - Argyll and Bute Council  Responsible Post - MATAC Chair and Community Safety	% of Citizens Panel respondents who identify environmental issues as a concern	Baseline target established and set target April 2014	March 2015
			Number of prevention/ intervention/ education awareness raising events	Baseline target established and set target April 2014	
6.4.5	Promote safety awareness in relation to the variety of activities in and around bodies of water to reduce the risk of personal injury and harm as well preventing damage to the environment	Scottish Fire and Rescue Service/ Development and Infrastructure Service/ Community Safety Tactical Group	Create a multi agency approach promoting water safety and accident prevention which compliments frontline responder initiatives for water safety	Multi agency approach is established and qualitative assessment is undertaken to evaluate impact of educational initiatives and information campaigns on water safety	Review March 2017

<b>SHORT TERM OUTCOME 6.5 Reduced impact of alcohol and drug misuse on communities</b>					
Short term outcome lead - ADP Coordinator					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
6.5.1 Ref 5.3.3	People receive early and brief interventions that are effective in reducing consumption of alcohol	Lead Organisation - Argyll and Bute Alcohol and Drugs Partnership (ADP)  Responsible Post - ADP Coordinator	Number of Alcohol Brief Interventions carried out	1066	March 2015

			Number of drug supply crimes and positive multi agency interventions	Baseline target established and set target April 2014	March 2015
6.5.2	People in Argyll & Bute receive appropriate and timely support for drug and/or alcohol problems	Lead Organisation - Argyll and Bute Alcohol and Drugs Partnership (ADP) Responsible Post - ADP Coordinator	% of referrals in treatment within 21 days	90%	2017
6.5.3	Licensing forum and licensing board are aware of the effect of alcohol on communities and individuals and support improved decision making in geographical areas	Lead Organisation - Argyll and Bute Alcohol and Drugs Partnership (ADP) Responsible Post - ADP Coordinator	Regular reports to the Licensing Forum and Board on public health impacts of alcohol consumption in the geographical localities of Argyll and Bute	Frequency of reports and data to be agreed with licensing board by October 2014	Oct 2014
6.5.4	Reduction in drug related morbidity and mortality	Lead Organisation - Argyll and Bute Alcohol and Drugs Partnership (ADP) Responsible Post – ADP Coordinator	Number of Naloxone kits issued	Baseline to be established by April 2015	2017

<b>SHORT TERM OUTCOME 6.6 Stronger, resilient and more involved communities</b>					
Short term outcome lead - Charles Reppke					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
6.6.1	Work in partnership and support Community Councils to develop community emergency plans.	Lead Organisation – Local Resilience Partnership Responsible Post – Civil Contingencies Manager	Number of Resilience Plans completed	70%	March 2015

6.6.2	Develop training programme to test and review community emergency plans	Lead Organisation - Local Resilience Partnership  Responsible Post – Divisional Coordinator, Police Scotland	Number of plans tested annually	6	
6.6.3	Reduce the risk for terrorism through effective multi agency processes	Lead Organisation - Argyll and Bute Multi agency CONTEST Group  Responsible Post - Chair of CONTEST Group	Number of counter terrorism inputs/events	23 events annually	
6.6.4	The third sector works to achieve sustainability and improve resilience (e.g. breadth of income streams)	Lead Organisation - Third Sector Partnership / Community Development / HIE  Responsible Post – Third Sector Partnership (Glenn Heritage)	Volunteers increases by 10% over year (baseline 820)	82 additional volunteers	March 2015
			Amount of funds leveraged into Argyll and Bute to support third sector provided services	£1.3 million	
			Third Sector groups given advice, support and training to up skill	80 groups	
			Deliver governance and charity law sessions to strengthen board and leadership	20 workshops / training	
6.6.5  Ref 3.6.8	Communities are empowered through peer, social and third sector connections to work and play together and to have a voice which is heard	Lead Organisation - Third Sector Partnership  Responsible Post – Third Sector Partnership	Number of young people engaged in topical debate and in community planning / consultations .	300	By March 2015
			Number of older people engaged e.g. in Grey Matters and involved in services design and delivery	120	
			Number of intergenerational opportunities / events facilitated	50	
			Number of initiatives / projects developed to support communities	30	

Strategic Partnerships	Supporting strategies / plans
Area Community Planning Groups Community Safety Partnerships Alcohol and Drugs Partnership Adult Protection Committee Child Protection Committee Strategic Housing Forum Violence Against Women Third Sector and Communities (CPP Sub Group)	Local Police Service of Scotland Plan Local Scottish Fire and Rescue Plan Third Sector Partnership Business Plan HIE Resilient Rural Communities Policy Community Engagement Strategy Alcohol and Drugs Partnership Strategy Local Housing Strategy Third Sector and Communities Plan Community Safety Strategy

Glossary of Abbreviations	
APC	Adult Protection Committee
ASB	Antisocial Behaviour
BME	Black and Minority Ethnic
CONTEST	UK Government Counter Terrorism Strategy
CPC	Child Protection Committee
CPP	Community Planning Partnership
EEI	Early and Effective Intervention
GIRFEC	Getting It Right For Every Child
LGBT	Lesbian, Gay, Bisexual, Transgender
MATAC	Multi Agency Tasking and Coordination
MARAC	Multi Agency Risk Assessment Conference
POCA	Proceeds of Crime Act
VAW	Violence Against Women

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**POLICE**  
**SCOTLAND**  
Keeping people safe

## Argyll & Bute

Local Policing Plan 2014 – 2017



# Argyll and Bute

## Local Policing Plan 2014-2017

**Dumbarton Police Office**  
**Stirling Road**  
**Dumbarton**  
**G82 3PT**

If you would like this information in an alternative format or language - please contact us to discuss your needs.

1. **Polish** Jeśli chcieliby Państwo otrzymać niniejsze informacje w innym formacie lub języku - proszę się z nami skontaktować aby przedyskutować Państwa wymagania.
2. **Romanian** Dacă doriți aceste informații într-un alt format sau într-o altă limbă, vă rugăm să ne contactați pentru a discuta ce anume aveți nevoie.
3. **Urdu** اگر آپ یہ معلومات کسی متبادل صورت یا زبان میں حاصل کرنا چاہتے ہوں تو برائے مہربانی اپنی ضروریات کے بارے میں بات چیت کرنے کے لیے ہم سے رابطہ کریں۔
4. **Punjabi** ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਰੂਪ ਜਾਂ ਭਾਸ਼ਾ ਵਿੱਚ ਚਾਹੀਦੀ ਹੋਵੇ - ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਤੁਹਾਡੀਆਂ ਲੋੜਾਂ ਬਾਰੇ ਵਿਚਾਰ ਵਟਾਂਦਰਾ ਕਰਨ ਲਈ ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ ਕਰੋ।
5. **Hindi** 'यदि आप यह जानकारी किसी वैकल्पिक प्रारूप अथवा भाषा में प्राप्त करना चाहते हैं – कृपया अपनी आवश्यकताओं के बारे में विचार करने के लिए हमसे संपर्क करें'।
6. **Czech** Máte-li zájem o tuto informaci v odlišném formátu nebo jazyce - kontaktujte nás, abychom projednali Vaše potřeby.
7. **Arabic** إذا كنت تود الحصول على هذه المعلومات بشكل آخر أو بلغة أخرى فالرجاء الاتصال بنا لمناقشة احتياجاتك.
8. **Kurdish** ئەگەر ئێم زانیاریەت بە شێوە یان زمانی تر دەویت، ئەوا تکایە پەڕوهندیمان پێوە بکە بۆ ئەوەی کە گفتووگۆ سەبارەت پێویستیەکانت بکەین.
9. **Russian** Если вы хотите получить данную информацию в другом формате или на другом языке, пожалуйста, обращайтесь к нам, и мы обсудим ваши потребности.
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11. **Lithuanian** Jei Jums reikia šios informacijos kitu formatu arba kita kalba, prašome susisiekti su mumis bei aptarti Jūsų poreikius.
12. **Chinese simplified** 如果您希望以其他的格式或语言获得这些信息，请联系我们以讨论您的需求。
13. **Chinese traditional** 如果您希望以其他的格式或語言獲得這些資訊，請聯繫我們以討論您的需求。
14. **Gaelic** Ma tha sibh ag iarraidh an fhiosrachaidh seo ann an riochd no cànan eile, nach cuir sibh fios thugainn gus ur cuid fheumalachdan a dheasbad.

**Argyll and Bute  
Local Policing Plan: 2014 – 2017**

**Contents**

- 1. Introduction and purpose of plan**
- 2. Foreword**
- 3. Priorities and Objectives**
- 4. How we identified our priorities**
- 5. Local Policing arrangements**
- 6. National Outcomes**
- 7. Performance and Accountability**
- 8. Local Scrutiny and Engagement**
- 9. Equalities**
- 10. Contact Us**

## **1. Introduction**

The publication of a Local Policing Plan for each of the 32 Local Authorities in Scotland is a statutory requirement arising from the Police and Fire Reform (Scotland) Act 2012. Each plan takes into account the Scottish Government's overarching vision for public services, the Strategic Police Priorities set by the Scottish Ministers and the Scottish Police Authority Strategic objectives. The plans also take account of the Chief Constable's Annual Police Plan together with local priorities and objectives.

Building on the first Local Policing Plan that was produced for the Argyll and Bute Council area in 2013, this plan sets out the revised local policing priorities and objectives for the next 3 years. The plan has been developed taking into account the views of our local communities and aligns to the Argyll and Bute Single Outcome Agreement. The plan provides a clear focus and direction for the officers and staff of Police Scotland in Argyll and Bute and is further enhanced by our 11 Multi Member Ward Community Policing Plans.

## **2. Foreword**



### **Chief Constable Sir Stephen House QPM**

The first year of Police Scotland has seen significant change in many aspects of the organisation, however, the delivery of locally focused operational policing remains the bedrock of this service. I remain strongly committed to the principle that community based policing, which responds to local need and demand, is crucial to delivering services that keep people safe and maintain public confidence.

One of the ways in which we can visibly demonstrate this commitment to local policing is by listening to communities and asking them to help shape our priorities. We have consulted widely across the council area with local people and other organisations to help identify our priorities. By combining the information we received through this consultation process with analysis of crime and other performance data, we have established the priorities and objectives that are set out in this plan.

In developing this plan the Local Policing Team, led by the Local Commander, has worked closely with public, private and third sector organisations as well as directly with communities, because we recognise that partnership working is critical to making our communities safer. Importantly, this approach has also ensured that our planning process is aligned to the broader vision set out in the Community Plan and supports the Single Outcome Agreement. This plan is therefore a commitment to working across agencies to deliver better outcomes for communities as well as setting out how policing will be delivered in this area.

I am pleased to say that we have achieved much in the first year of Police Scotland to tackle crime and prevent harm, reducing the number of people who have been the victims of violence and the number killed and injured on our roads as well as addressing other crucial priorities for communities. This plan sets out an agenda to build on that success by tackling the issues that will improve the safety and well being of communities across this local authority area.



**Mr Vic Emery, OBE**  
**Chair of the Scottish Police Authority**

I passionately believe that the establishment of Police Scotland and the SPA has created significant opportunities to strengthen the effectiveness of policing. We want you the public to have a real say on local priorities and for policing to listen to that public voice. This plan is where that comes together. It sets out what your local priorities are, identified from what local people are saying is most important to them, and underpinned by local evidence and intelligence gathered by policing in this area.

We want you to be able to question, and judge, how well the police are performing against those priorities. So we will expect your Local Commander to report publicly and regularly on how they are achieving the priorities set in this plan, so you and your community can assess for yourselves how policing is working for you.

We want residents to be able to see how money invested in policing is being used and what results it brings, and to understand better how national and local policing decisions are made and why.

Scotland is a country with reducing levels of crime and a strong bond of trust between the Police service and the Scottish public. Local partnerships, a focus on prevention and collaboration, and genuine accountability at both local and national level underpin that bond.

Working together to turn this plan into results, as professionals and members of the public, is about making this part of Scotland a place of greater safety and a greater place to live.



**Councillor Dick Walsh - Leader of Argyll and Bute Council**

Argyll and Bute is one of the safest places to live, work and visit and we know this is something that people in our communities value very highly. As a Council we are committed to working closely with Police Scotland and other community planning partners to make sure that this remains the case.

People across the area have told us what their priorities are when it comes to keeping Argyll and Bute safe, and their feedback has helped to inform local policing plans for the coming years. The Council will join with our local and national Police Scotland colleagues to build on the close partnership working that has served Argyll and Bute so well in the past. Everyone involved is determined to keep Argyll and Bute safe, healthy and thriving and these values underpin all of our work.

There will be many challenges in the forthcoming years with public sector reform and I am confident that, despite this, we will build on the success of our Community Planning Partnership to achieve the objectives of the Single Outcome Agreement. We will continue to combine our working services to ensure that we provide the best policing and partnership response to the communities within Argyll and Bute.





**Argyll and Bute – Local Police Commander – Chief Superintendent Barry McEwan**

I am pleased to present our 3 year Policing Plan and future objectives for the Argyll and Bute Council area. We have a strong collaboration with partners and local communities that provides an excellent range of services within our diverse communities.

Argyll and Bute has both rural and urban areas and offers many tourist attractions with significant seasonal appeal from summer touring to winter pursuits. This increases risk to the road networks, however, I am keen to highlight that a substantial amount of work is ongoing with our partners in the Council area to reduce this risk to drivers and keep them safe.

This plan takes account of the many challenges we face and I will ensure we address the key priorities to reduce antisocial behaviour and violence, tackle drug dealing, improve road safety and protect the most vulnerable people in our communities.

Along with our partners, we have worked hard to build strong and effective working relationships and it is through this approach that we will continue to deliver a service to the public that contributes to achieving the objectives of the Single Outcome Agreement.

I will keep people and communities safe by building on those key partnerships which will allow me to provide a policing service that reflects the needs and priorities of the residents of Argyll and Bute. To impact on the crimes and issues that are of public concern, I will ensure my officers are in the right place, at the right time, doing the right thing.

### 3. Priorities and Objectives

The following 5 areas are what the communities of Argyll and Bute, our key partners and our divisional staff have indicated are the most important policing priorities that we face. These priorities are also reflected in our Divisional Strategic Assessment.

#### Priority 1 - Road Safety and Enforcement

**Last year the total number of people killed and seriously injured in the roads of Argyll and Bute fell by 20% compared with the previous year, however, the number of fatalities rose significantly.**

Local consultation across Argyll and Bute indicates that our communities view road crime and road safety as a top priority. In all Multi Member Ward areas, with the exception of the Isle of Bute, road safety features as a community priority. While it is reassuring to note that the total number of people seriously injured on our roads continues to fall, this is overshadowed by the rise in the number of people who have died as a result of vehicle crashes. The main area for concern is on the trunk road network with fatalities occurring on the A82 and the A83.

Serious crashes not only impact on the families of those involved but also on the wider community with lengthy road closures that affect the road infrastructure of Argyll. As a result, a Multi-Agency Road Safety Group has been set up with a specific role to reduce the number of deaths and serious injuries on our roads.

Over the next 3 years, this group will ensure that there is a partnership approach taken to improve safety on our roads, taking into consideration enforcement and prevention.

Our communities have identified speeding drivers as a very high priority and we will ensure that we tackle those whose driving behaviour contributes to the death and serious injury of other innocent road users.

We will also continue to target drivers who put themselves and others at risk by driving while under the influence of drink or drugs, use mobile phones and fail to wear seatbelts.

**Our objectives during 2014 - 2017 to tackle road safety and enforcement issues will be:**

1. To work with partners to develop a strategy to reduce the numbers of those killed and seriously injured on the Argyll and Bute road network.
2. To increase enforcement activity to improve driver behaviour.
3. To improve road safety through enhanced partnership working and preventative initiatives within the community.



## **Priority 2 – Major Crime and Terrorism**

**In 2013/14, the number of drug dealers arrested increased significantly compared with the previous year.**

All communities in Scotland, including those in Argyll and Bute, suffer due to the impact of serious and organised crime groups engaging in a variety of criminal activities in particular drug dealing. 9 of the 11 Multi Member Wards highlighted that tackling drug dealing should be a major policing priority. Organised criminals prey on the most vulnerable within our communities and we will enhance police enforcement to protect our communities from such criminal activity. Partnership working will also continue, particularly amongst young people, to highlight the impact that such negative choices are likely to have on their lives.

The Scottish Government strategy for tackling serious and organised crime, “Letting our Communities Flourish”, sets out a framework through which Police, Local Authorities, Health Boards and other partners can address the issues caused by organised crime groups including the sale of counterfeit goods, the trafficking of illegal nationals or indeed the procurement of public sector contracts. All of these activities have a serious impact on the local communities in Argyll and Bute and targeting this form of criminality will remain a high priority for the Police and our partners within the Local Authority.

**In 2013/14, the Division introduced a Multi-Agency Contest Group to reduce the risk from terrorism.**

To address the risk associated with terrorism, the Division has introduced a Multi-Agency Contest Group, the focus of which is to continue to raise awareness of terrorist related issues and to ensure that Argyll and Bute is protected and prepared to respond appropriately to any such incident.

**Our objectives during 2014 - 2017 to tackle major crime and terrorism related issues will be:**

1. To disrupt organised crime groups by targeting individuals, the businesses they operate and their access to public contracts.
2. To target those individuals who are intent on supplying drugs.
3. Through education and partnership, reduce the impact that serious and organised crime and terrorism has on our communities.
4. Through the Multi-Agency Serious and Organised Crime and Contest Groups, raise awareness and improve information sharing between agencies.

### **Priority 3 - Violence and Antisocial Behaviour**

**In 2013/14, in Argyll and Bute violent crime has reduced by 20% compared to the previous year and by 31% against the 5 year average.**

The level of violent crime within Argyll and Bute is low, with our communities being amongst the safest in Scotland. However, we will continue to focus on such crimes and central to our approach to violent offenders within Argyll and Bute is the Directed Policing Plan (DPP). This is the process by which those who pose the greatest risk and threat to the public are managed and locations where violence is known to occur are targeted. While the DPP is primarily a police tool, our various partners are also encouraged to provide us with information on individuals who have already been identified and indeed those they feel should be included on the DPP. Over the next 3 years, we will continue to place the DPP at the centre of our harm reduction strategies. We will continue to focus on further reducing violent crime, in particular that fuelled by alcohol. This is in response to our public consultations across Argyll and Bute where the community has told us that violence is one of the issues they wish us to prioritise.

**In 2013/14, in Argyll and Bute, reports from the public of antisocial behaviour have reduced by 20% on the same period last year and by 41% on the 5 year average.**

Public consultation shows that many people still believe that antisocial behaviour, including drinking in public and people causing annoyance, should be a policing priority in Argyll and Bute. That said, almost half of the people who responded to our consultation stated that they had never been affected by antisocial behaviour. Despite the considerable fall in reported incidents of antisocial behaviour, there is no doubt that for some of our communities this issue still impacts on their quality of life. Therefore, using our DPP we will continue to tackle this in a robust and determined fashion in conjunction with our partners in Argyll and Bute Council.

**Domestic abuse incidents have remained at a similar level compared with last year across Argyll and Bute.**

Given the impact that domestic abuse has on individuals, families and communities, we will continue to prioritise our approach to this type of behaviour. We will continue to increase proactive policing activity in relation to domestic incident management and focus our interventions in respect of domestic abuse offenders.

Building on existing partnerships, the domestic Multi-Agency Tasking and Coordinating Group (MATAC) brings together a wide range of key organisations and agencies that provide strategic governance in respect of the most dangerous perpetrators to reduce the risk they pose.

In the coming months, we will also contribute to the Multi-Agency Risk Assessment Conference (MARAC), led by our partners in Advocacy, Support, Safety, Information Services Together (ASSIST). This process will focus entirely on the safety and well-being of the most vulnerable victims of domestic abuse ensuring we are keeping such victims safe.

In conjunction with Victim Information and Advice (VIA) and ASSIST, we will ensure that victims of domestic abuse receive quick feedback in relation to any bail conditions imposed and court outcomes.

**Our objectives during 2014 - 2017 to tackle violence and antisocial behaviour will be:**

1. To reduce the number of victims of violent crime.
2. To reduce the number of reported incidents of antisocial behaviour.
3. To impact on alcohol related violence, antisocial behaviour and disorder with particular emphasis in and around licensed premises.
4. To increase the number of people detected for violent and domestic crime.

#### **Priority 4 – Public Protection**

**In 2013/14, crimes involving child neglect in Argyll and Bute increased in comparison to the 3 year average.**

The police, along with our partners, identify children at risk on a daily basis and while these concerns are varied, it is essential that child protection remains a key priority for the police.

A Divisional Concern Management Hub has been established to centralise the decision making process when identifying, assessing and managing threat and risk in relation to children and vulnerable adults. The first stage of this process will bring together relevant police specialists followed by the co-location of key partners who will work together to manage the process to reduce harm.

**During 2013/14, the number of internet related sexual crimes within Argyll and Bute increased.**

Internet safety is a concern to many and given the increased use of the internet and social media, we have experienced an increase in the number of e-crimes. This has resulted in an increase in investigations and it is anticipated that this will continue to rise over the next few years. The Division will prioritise and ensure robust investigation into such matters.

**A high proportion of sexual crime reported to the police in Argyll and Bute is historical, with a significant number occurring in the domestic environment.**

Police and partners will continue to work together through the Violence Against Women Partnership (VAWP) to support all victims of abuse, ensuring they are treated with sensitivity and respect. Furthermore, we will conduct a significant level of investigation to bring the perpetrators to justice.

**Our objectives during 2014 - 2017 to tackle public protection issues will be:**

1. To work with our partners to identify those children, young people and vulnerable adults, who are most at risk and through joint action reduce that risk.
2. To continue to develop proactive strategies to deal with managed offenders, particularly those that present the greatest threat, risk and harm.
3. To increase the number of persons detected for sexual crimes.
4. Together with partner agencies, strive to provide a better quality of service to the victims of sexual crime.

## **Priority 5 – Acquisitive Crime**

### **In 2013/14, housebreaking has reduced in Argyll and Bute by 10%.**

There has been a decrease in crime involving housebreaking across Argyll and Bute over the last year. The main reduction relates to domestic properties with a slight increase in sheds and outbuildings. This crime type still generates public concern, and in 6 of the 11 Multi Member Wards the community still identifies this as a policing priority. It is suspected travelling criminals have been responsible for many of these crimes and this has led to increased activity by police around the road network which will continue into the foreseeable future.

### **During 2013/14, doorstep crime in Argyll and Bute reduced significantly.**

It is encouraging that the number of recorded doorstep crimes has dropped across Argyll and Bute, however, we are mindful these crimes have a devastating impact on the victims and the local communities. Therefore, the Division will continue to be proactive in this area and in partnership with Trading Standards, the local media and local businesses, we will ensure we protect the victims who are often the most vulnerable within our communities.

### **Our objectives during 2014 - 2017 to tackle acquisitive crime will be:**

1. To reduce the number of housebreakings and improve detection rates.
2. To target individuals involved in doorstep crime and support the victims through partnership working.

#### **4. How we identified our priorities**

In order to ensure that local needs and expectations are reflected in this Local Policing Plan, we have taken account of a range of information sources including surveys, public events, internal dialogue and personal communication, often carried out by our Community Policing Teams. We have also utilised data gathered by our partners in the Local Authority and other Community Planning Partners.

In order to ensure that we captured the views of the people living and working within Argyll and Bute, we undertook a Public Consultation Survey between August and October 2013. The results from this survey identified the issues that people from communities across Argyll and Bute believed should be the policing priorities over the next 3 years.

Following on from this consultation process, the Division conducted a number of additional consultation events including:

- Community Council Meetings
- Local Community Police Surgeries
- Community Engagement using the Mobile Police Office
- Liaison with the Business Community
- Liaison with local schools and local youth groups
- Police and Community Meetings within each of the Ward areas
- Key Individual Network consultation
- Engagement with statutory and third sector partners

These engagements have all supported the findings of the initial Public Consultation Survey in respect of what the local policing priorities should be in Argyll and Bute. While it is acknowledged there are local variations to the priorities identified, the 11 Multi Member Ward Policing Plans address these more localised issues and concerns.

## **5. Local Policing arrangements**

Our focus is to keep people safe and we aim to deliver policing that is visible, accessible and responsive to the needs of the people of Argyll and Bute. We acknowledge the diverse communities ranging from the population hubs to the rural villages and islands.

Effective policing within these diverse environments can be challenging, however, we believe that we are succeeding due to the excellent joint working we enjoy with our partners within the Argyll and Bute Community Planning Partnership.

Chief Superintendent Barry McEwan is the Local Police Commander and is responsible for the delivery of policing in both Argyll and Bute and West Dunbartonshire Council areas.

He is assisted by Detective Superintendent, Anne McKerchar who has responsibility for all matters relating to criminal investigation and public protection within the Division.

Superintendents Gail McClymont and Malcolm MacCormick form the remainder of the Senior Management Team and have responsibility for the management of policing operations and service delivery.

The Argyll and Bute Area Commanders are Chief Inspectors Marlene Baillie and Gary Stitt who are based at Campbeltown and Dunoon Police Offices respectively, and they ensure that our operational response delivers against our key priorities.

We have Community Police Officers based across the 11 Multi Member Wards. These officers provide visible and accessible policing within the community and they are also responsible for delivering on the objectives outlined in the Multi Member Ward Policing Plans and the investigation of local crime with Detective Officers. The officers will engage with their local communities, adopting a shared partnership problem-solving approach to deal with issues that are of concern.

In addition to these officers, Divisional response and specialist officers provide an ongoing service to the people of Argyll and Bute and will continue to respond quickly and effectively to public demand.

Multi Member Ward Policing Plans are available at [www.scotland.police.uk](http://www.scotland.police.uk)

## 6. National Outcomes

The Scottish Government has 16 National Outcomes which demonstrate a commitment to creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. Policing in Argyll and Bute will build on our successes and make a significant contribution to improving these outcomes for this area. We will do this by participating fully in the Community Planning Partnership (CPP) and leading the debate as partnership arrangements are reviewed.

The Police Service of Scotland contributes significantly to the CPP within Argyll and Bute and currently Chief Superintendent Barry McEwan is the Chairperson of the CPP Management Group. The CPP is responsible for delivering on the outcomes detailed in the Argyll and Bute Community Plan which sets out the priorities and objectives for Argyll and Bute over the next 10 years. While Police Scotland contributes to most of the outcomes detailed in the Plan its main focus is on achieving outcome 6 which seeks to make our communities safer, stronger and more resilient.

This Local Policing Plan contributes to achieving this by striving to reduce violence and antisocial behaviour as well as working with our partners to keep children and vulnerable groups safe. Over the coming years, Police Scotland will build on our already solid partnerships to deliver on all aspects of the Single Outcome Agreement making the communities of Argyll and Bute safer, stronger and more resilient.

Our local priorities align to the Argyll and Bute Single Outcome Agreement and the Government's National Outcomes as follows:

Priority	Argyll and Bute Single Outcome Agreement	National Outcomes
Road Safety and Enforcement	Local Priority 1, 2, 3, 4 and 6	Outcomes 5, 8, 9, 11 and 16
Major Crime and Terrorism	Local Priority 1, 2, 3, 4, 5 and 6	Outcomes 5, 8, 9, 11 and 13
Violence and Antisocial Behaviour	Local Priority 1, 4, 5 and 6	Outcomes 5, 8, 9, 11 and 16
Public Protection	Local Priority 1, 4, 5 and 6	Outcomes 5, 7, 8, 9, 11 and 16
Acquisitive Crime	Local Priority 1 and 6	Outcomes 5, 7, 8, 9, 11 and 16

Further information on National Outcomes and the Single Outcome Agreement can be accessed at [www.scotland.gov.uk](http://www.scotland.gov.uk)



## 7. Performance and Accountability

Within Argyll and Bute we will aim to achieve the highest standard of performance whilst at the same time recognise we are a values based organisation and how we serve our communities is as important as the results we achieve.

Our values, **Integrity, Fairness and Respect** are the touchstones for all our interactions and form the basis of everything we do and every decision we reach. By applying our values we will continue to receive public consent to policing through improved relevancy, trust and support.

National performance frameworks have been developed allowing the service to measure progress, monitor activity, identify key areas where resources need to be focused and demonstrate how successful we are in meeting our key priorities and objectives.

Through our local consultation we have identified the policing priorities that our communities want us to tackle. Each Multi Member Ward area has a Policing Plan which identifies the concerns within the Ward and in which we outline how we will address those issues.

We are committed to publishing our performance information and will use this as the foundation for reporting to Argyll and Bute Council and local communities.

This information is available upon request or at [www.scotland.police.uk](http://www.scotland.police.uk) .

## **8. Local Scrutiny and Engagement**

Performance against this Local Policing Plan will be continuously scrutinised by the Performance and Scrutiny Committee of Argyll and Bute Council. The Local Police Commander will present a report to the Committee for scrutiny on a quarterly basis outlining policing performance in respect of the priorities highlighted within the Plan.

This scrutiny process is vitally important as we recognise that local communities must influence policing services in Argyll and Bute.

The Local Authority, Elected Members and partners have a role to play and their views are taken into account by the Local Police Commander. This is a formal route to influence police services and to retain and develop the already successful Community Planning Partnership.

The Scottish Police Authority is the body with formal responsibility for scrutiny and to hold Police Scotland to account. They will continue to actively engage with Argyll and Bute Council to build and develop the relationships already formed, ensuring an understanding of policing performance at a local level.

## 9. Equalities

Crime in Argyll and Bute is falling and public confidence in the police is high. However, we will not be complacent and will continue to work with all sections of our community, including the most vulnerable, to improve our service. We will strive to make our organisation reflective of the communities we police which will increase public trust and confidence in us.

We recognise that effective and fair policing is about addressing the needs and expectations of individuals and local communities and our aim is to ensure that our service meets and exceeds these expectations.

With the introduction of the Equality Act 2010, we have a duty that requires us, both as an employer and in policing our communities to:

- Eliminate unlawful discrimination, harassment and victimisation, and other prohibited conduct
- Advance equality of opportunity among people who share a relevant protected characteristic and those who do not
- Foster good relations among people who share a protected characteristic and those who do not

Equality and diversity outcomes have been developed across Police Scotland in consultation with equality organisations and our staff associations with representation across all protected groups.

We have also engaged with our community to identify local equality and diversity priorities which link into Police Scotland's strategic Equality Outcomes. Through this engagement we have formed our relevant policing priorities and these reinforce our commitment to equality and diversity.

**10. Local Contact Details**



Local Police Commander,  
Dumbarton Police Office,  
Stirling Road,  
Dumbarton,  
G82 3PT



Dial 999 for an emergency  
Dial 101 for routine matters and non emergency attendance  
TextRelay 18000 for an emergency  
TextRelay 18001101 for a non emergency response  
Dial 0800 555111 for Crimestoppers



[ArgyllDunbartonshireDCU@scotland.pnn.police.uk](mailto:ArgyllDunbartonshireDCU@scotland.pnn.police.uk)



<https://www.facebook.com/ArgyllDunbartonshirePoliceDivision>



@SArgHelenLomPol  
@MAKIPolice  
@ObanPol

# LOCAL FIRE AND RESCUE PLAN FOR ARGYLL & BUTE

2014-2017



## Contents

Foreword	1
Introduction	2
Strategic Assessment	3
Local Operational Assessment	5
Argyll & Bute Risk Profile	6
Priorities, Actions and Outcomes	
1. Local Risk Management and Preparedness	8
2. Reduction of Accidental Dwelling Fires	9
3. Reduction in Accidental Dwelling Fire Casualties and Fatalities	10
4. Reduction of Deliberate Fire Setting	11
5. Reduction of Fires in Non-Domestic Property	12
6. Reduction in Casualties from Non Fire Emergencies	13
7. Reduction of Unwanted Fire Alarm Signals	14
Achieving Local Outcomes	15
Review	16
Feedback	16
Glossary of Terms	17
Useful Links	18

## Foreword

Welcome to the Scottish Fire & Rescue Services (SFRS) Local Fire and Rescue Plan for the Local Authority Area of Argyll & Bute. This plan is the mechanism through which the aims of the SFRS's Strategic Plan 2013 – 2017 are delivered to meet the agreed needs of Argyll & Bute's communities.

The Plan sets out the priorities and objectives for the SFRS within Argyll & Bute for 2014 – 2017 and allows our Local Authority partners to scrutinise the performance outcomes of those priorities. The SFRS will continue to work closely with our partners in Argyll & Bute to ensure we are all "Working Together for a Safer Scotland" through targeting risks to our communities at a local level.

The Local Fire and Rescue Plan and its associated action plans are aligned to the Community Planning Partnership structures within Argyll & Bute. Through partnership working we will deliver continuous improvement in our performance and effective service delivery in our area of operations.

The SFRS will continue to use data analysis techniques to identify risk and to ensure resources are allocated to the point of need within our communities. While considering the strategic priorities of the SFRS we will develop local solutions to local needs and ensure equitable access to Fire and Rescue resources. Through our on-going involvement with local community safety groups in Argyll & Bute we will continue to develop our understanding of local needs and proactively seek out consultation opportunities with all sections of the community. Using this approach we will ensure that the service we deliver is driven by consultation, in line with public expectations and helps to build strong, safe and resilient communities.

1	<i>Cowal</i>
2	<i>Dunoon</i>
3	<i>Helensburgh and Lomond South</i>
4	<i>Helensburgh Central</i>
5	<i>Isle of Bute</i>
6	<i>Kintyre and the Isles</i>
7	<i>Lomond North</i>
8	<i>Mid Argyll</i>
9	<i>Oban North and Lorn</i>
10	<i>Oban South and the Isles</i>
11	<i>South Kintyre</i>



## Introduction

The Scottish Government provides an overarching vision for public services that focuses on the creation of a more successful country, with opportunities for all through a sustainable increase in economic growth.

This direction is supported by Strategic Objectives to make Scotland a wealthier & fairer, smarter, healthier, safer & stronger and greener place. Through a concordat between the Scottish Government and the Convention for Scottish Local Authorities (COSLA), the Strategic Objectives have been expanded into Local Single Outcome Agreements which include indicators and targets that provide the framework for how Local Authorities and their Community Planning partners such as the SFRS will deliver services.

The Police and Fire Reform (Scotland) Act 2012 provides the statutory basis for the SFRS to deliver a range of core services and functions that means while the service is ready to respond to fire and other emergencies, it also maintains a strong focus on prevention and protection arrangements to ensure the safety of our communities. The associated Fire and Rescue Framework for Scotland 2013 sets the overarching strategic direction for the SFRS in the delivery of its services to the communities of Argyll & Bute.

The Police and Fire Reform (Scotland) Act 2012 requires local plans to contain:

- Priorities and objectives for SFRS in connection with the carrying out of duties in the local authority's area of SFRS's functions,
- The reasons for selecting each of those priorities and objectives,
- How SFRS proposes to deliver those priorities and objectives,
- In so far as is reasonably practicable, outcomes by reference to which delivery of those priorities and objectives can be measured,
- How those priorities and objectives are expected to contribute to the delivery of any other relevant local outcomes which are identified by community planning,
- Such other matters relating to the carrying out of SFRS's functions in the local authority's area as SFRS thinks fit.



## Strategic Assessment

A strategic assessment for the SFRS's activities in Scotland established the type, frequency and impact of incidents that we attend. With this assessment in place the Local Senior Officer for Argyll & Bute can effectively identify key priority areas for the SFRS to target its resources at a local level.

### National Assessment

The Scottish Government within their National Performance Framework has identified 16 National Outcomes they wish to achieve. Through delivery of this Local Plan the SFRS in particular will contribute to the following Outcomes:

- National Outcome 1:** We live in a Scotland that is the most attractive place for doing business in Europe.
- National Outcome 4:** Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- National Outcome 6:** We live longer healthier lives.
- National Outcome 8:** We have improved the life chances for children, young people and families at risk.
- National Outcome 9:** We live our lives safe from crime disorder and danger.
- National Outcome 12:** We value and enjoy our built and natural environment and protect it and enhance it for future generations.
- National Outcome 15:** Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.
- National Outcome 16:** Our public services are high quality, continually improving, efficient and responsive to local people's needs.

The priorities for the SFRS have been laid out in the Fire and Rescue Framework for Scotland 2013 with the following Strategic Aims defined within the Strategic Plan 2013-2017:

- Strategic Aim 1:** Improve safety of our communities and staff.
- Strategic Aim 2:** More equitable access to Fire and Rescue Services.
- Strategic Aim 3:** Improved outcomes through partnership.
- Strategic Aim 4:** Develop a culture of continuous improvement.





## Equality Assessment

On 30 April 2013, the Scottish Fire and Rescue Service published its Equality Outcomes in compliance with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The SFRS Equality Outcomes are:

- Outcome 1:** People from all Scotland's community groups feel confident in contacting the Fire and Rescue Service for advice and information on relevant non-emergency issues.
- Outcome 2:** Disabled, lesbian, gay, bi-sexual and transgender, black, minority and ethnic, older people and people from minority faiths are aware of the services provided by the SFRS, particularly how these can be adapted to meet their own individual needs.
- Outcome 3:** People from all Scotland's community groups feel safer in their homes and on our roads
- Outcome 4:** Establish the Scottish Fire and Rescue Service as an employer of choice for people across protected characteristics.
- Outcome 5:** Provide a positive and healthy workplace culture that welcomes, embraces and develops people from across all protected characteristics.
- Outcome 6:** People from across all communities are enabled to live lives free from hate crime, harassment and domestic abuse/violence.
- Outcome 7:** Gypsy Travellers and migrant workers are safer, better informed and confident in Scottish Fire and Rescue Service engagement.



## Local Assessment

As a service delivery area of the SFRS, Argyll & Bute's main objective is to provide its services well, aiming for excellence in everything it does. The local assessment goes a long way to helping achieve this and addresses issues relevant to the local area. Through analysis of data, partnership working and consultation, local improvement and demand reduction plans have been developed to compliment the Local Fire and Rescue Plan and ensure positive outcomes and results are achieved. The key priority areas in Argyll & Bute that are considered in the Local Assessment and those that action plans will be developed for are:

- Local Risk Management and Preparedness
- Reduction of Accidental Dwelling Fires
- Reduction of Accidental Dwelling Fire Fatalities and Casualties
- Reduction of Deliberate Fire Setting
- Reduction of Fires in Non-Domestic Property
- Reduction of Casualties from Non Fire Emergencies
- Reduction of Unwanted Fire Alarm Signals

## Local Operational Assessment

Identified local key priority areas are monitored through the gathering and analysis of operational activity data.

### Local Fire and Rescue Activity

The table below highlights the operational activity within Argyll & Bute over recent years. When viewed as an average over 3 years our activity is mapped to identify trends that allow the Service to prioritise areas for improvement. Areas of upward trend that have a significant threat to life or property will be the main area of priority to reduce activity.
















Performance Indicator	2010/11	2011/12	2012/13	3 year average	Trend
All deliberate primary fires	42	30	22	31	
All deliberate other building fires	3	0	2	2	
All deliberate secondary fires	140	91	83	105	
All accidental dwelling fires	107	80	77	88	
All accidental other building fires	59	51	45	52	
All fatal fire casualties	2	5	0	2	
Non-fatal fire casualties excl. precautionary checkups	8	3	7	6	
Non-fatal fire casualties incl. precautionary checkups	15	12	17	15	
Special Service RTCs	90	84	61	78	
Special Service flooding	58	31	39	43	
Special Service extrication	9	9	4	7	
Special Service 'others'	103	149	102	118	
False Alarm: AFAs	662	824	740	742	
False Alarm: Good Intent	350	352	343	348	
False Alarm: Malicious	25	27	14	22	

Table 1 : Operational Activity

Argyll and Bute Council covers the second largest geographical area of any Scottish Local Authority, stretching for over 100 miles from Appin in the North to Campbeltown in the South and 80 miles across from the Island of Tiree in the West to Helensburgh in the East. It has 6 towns, 26 inhabited islands and over 3,000 miles of coastline – more than the entire coastline of France.

The SFRS provides fire cover from a total of 39 stations that are crewed on either a full time or part time basis. It has access to almost 50 emergency vehicles

Ward	Name	Population	Number of dwellings	Pop Density/Hectare
1	South Kintyre	7378	3971	0.18
2	Kintyre & The Islands	6579	3583	0.04
3	Mid Argyll	7920	4070	0.1
4	Oban South & The Isles	10121	5530	0.09
5	Oban North & Lorn	9863	4917	0.06
6	Cowal	8306	4840	0.1
7	Dunoon	6922	3758	0.75
8	Isle of Bute	6862	4294	0.56
9	Lomond North	9320	3703	0.36
10	Helensburgh Central	9461	4885	26.03
11	Helensburgh & Lomond South	7308	3273	0.46

Table 2 : Ward Areas

The Local Area Headquarters, covering Argyll & Bute and East & West Dunbartonshire, is located within the grounds of Clydebank Fire Station.

Four Fire Safety Enforcement Officers provide support and advice to the Business Community within the Area. The main task of this specialist group is to audit the premises' Fire Safety Risk Assessments and associated management procedures, whilst engaging in the consultation processes for Licensing, Registration and ancillary Fire Safety Legislation.

The Area also benefits from the services of a Community Firefighter whose role is to promote all aspects of community safety education within schools and other community groups. This role is now developing to empower our operational crews at local stations to carry out this important task. In addition a Community Safety Coordinator provides an operational link with the Local Authority Community Safety Partnership and thematic sub groups.

## **RESIDENTIAL REMOTE RURAL AND ISLAND RISKS**

Argyll & Bute has a population of over 92,000 within 46,824 dwellings ranging from flatted accommodation within towns, remote, rural cottages to large country estates.

The population demographic of Argyll & Bute indicates, in line with national statistics, an ever increasing life expectancy. It is expected that the resultant ageing population will continue to grow and the Fire and Rescue Service must work with partners within the Community Planning framework to ensure that this potentially vulnerable population feels safe and secure within their homes. We will continue to do this through our Home Fire Safety Visit programme.

The area also has a large number of registered Residential Care Premises and Houses in Multiple Occupation. The fire safety audit of these premises forms part of an annual process carried out in line with legislative requirements.

Due to its unique geography Argyll & Bute enjoys a large number of visitors and tourists each year this requires on-going auditing of a large number of hotels, bed & breakfasts and hostels that provide accommodation.

## **OIL AND LIQUID NATURAL GAS (LNG) TERMINALS**

The area has a number of installations that either store or transport oil and gas these include the following sites;

- Ineos (Oil) – Finnart
- Gleaner Oils – Islay, Dunoon, Ardrishaig, Mull and Connel
- Transco LNG Plants – Oban and Campbeltown
- M.O.D Fuel Sites – Loch Striven, Campbeltown and Garelochhead

## **TRANSPORTATION**

Argyll & Bute requires good transport hubs to support the remote, rural and island communities, it does so via a number of small airports and some major ferry terminals that act as the gateway to the isles, these include;

- Local Authority Airports – Oban, Coll, Collonsay
- Highland and Islands Airports – Islay, Tiree and Campbeltown
- Caledonian MacBrayne Ferry Terminals – Oban, Kennacraig, and Tayinloan serving ports throughout the Inner Hebrides and further terminals at Campbeltown, Colintraive, Dunoon, Portavadie, Rhubodaich, Rothesay and Tarbert.

## **HM NAVAL BASE AND ARMS DEPOT**

Her Majesty's Naval Base Clyde, commonly known as Faslane is the Royal Navy's main presence in Scotland. It is home to the core of the Submarine Service, including the nation's nuclear deterrent, and the new generation of hunter-killer submarines.

## **DISTILLERIES**

Whisky Distilleries are located throughout Argyll & Bute including Oban, Campbeltown, Mull and Jura with several on the Island of Islay.

## **FORESTRY COMMISSION**

There are vast areas of forestry land throughout the West Argyll and Cowal & Districts many of which are privately owned. The Forestry Commission Scotland remains the largest owner of forested land within Argyll & Bute which can create a major risk during periods of warm, dry weather.

## **WATER RISKS**

There are 26 inhabited islands, all of which are surrounded by the sea, this risk is mainly covered by our partners within the Royal National Lifeboat Institute (RNLI) and HM Coastguard, however SFRS are called upon to deal with flooding that is as a result of tidal activity and due to changes in the weather pattern these incidents are occurring with more frequency.

There are also a number of inland open water hazards throughout Argyll & Bute which are in both public and private ownership including 3 reservoirs and 14 sea and fresh water lochs with 4 dams.

## **HISTORIC BUILDINGS**

There are approximately 100 historic buildings throughout Argyll & Bute including 45 Castles, Iona Abbey and various medium to large mansion houses. A number of these properties are of great historical importance to the country.

## **ROAD RISK**

The main road routes within Argyll & Bute include the A82 and A83. These roads when combined account for a large number of Road Traffic Collisions (RTC) each year, resulting in a number of casualties and fatalities each year.

## **KEY PARTNERS**

SFRS will continue to work with a range of partners in order that, together we can all make a difference to the overall safety within our communities, our partners include;

- Police Scotland
- CONTEST Liaison Group
- Scottish Ambulance Service
- Mountain Rescue
- Forestry Commission
- RNLI
- Local Authority Community Planning Partners
- Local Resilience Partnership Groups
- Highlands and Islands Argyll Airports Contingency Planning Liaison Group
- Clyde Local Liaison Group
- Wildland Fire Group

## Priorities, Actions and Outcomes

### 1. Local Risk Management and Preparedness

The SFRS has a statutory duty under the Civil Contingencies Act, 2004 to reduce the risks to our communities and to make certain that they receive the best possible service. The management of risk within our community means:

- Identifying the risks to the community which fall within the scope of responsibility of the SFRS.
- Undertaking a process to prioritise these risks locally and map resources to them.
- Ensuring that appropriate Local and National resource capability and trained Fire Service personnel are in place to address them.

#### **Aligns to:**

- Strategic Aim 1: Improve safety of our communities and staff
- Strategic Aim 2: More equitable access to SFRS services
- Strategic Aim 3: Improved outcomes through partnership working
- Strategic Aim 4: Develop a culture of continuous improvement
- Argyll & Bute Partnership Community Plan (Single Outcome Agreement) 2013-23

#### **We will achieve it by:**

- Ensuring our training, staff development and equipment is fit for purpose to meet our current risk profile and adaptable to changing circumstances.
- Ensure all known risk information is obtained, communicated and tested.
- Working locally with partner organisations and agencies to ensure effective response plans are developed for identified risks.
- Fulfilling our statutory duties in relation to the Civil Contingencies Act.

#### **In doing so we will add value by:**

- Keeping our staff and members of the public safe should any incident occur.
- Reducing the financial burden and disruption caused to our communities when emergencies occur.
- Proactively helping the wider community by preventing emergencies and planning to mitigate their effects when they occur.

## 2. Reduction of Accidental Dwelling Fires

Throughout Argyll & Bute, dwelling fires occur within a wide variety of home types. Statistical analysis has shown that the majority of dwelling house fires occur in the social rented sector. A high percentage of these fires start in the kitchen when the occupier was cooking or had cooked food.

In Argyll & Bute, dwelling house fires are more prominent in several ward areas. Additional significant contributory risk factors are the consumption of alcohol and/or drugs allied to the use of smoking materials in the fires that occur.

Dwelling fires can have a significant negative impact upon both individuals and the community and are financially costly to house holders and housing providers in terms of repair and the reinstatement of homes. By giving safety advice and fitting smoke detectors, the SFRS can reduce the risk of fire and its associated human and financial costs as well as enhancing community safety.

### **Aligns to:**

- Strategic Aim 1: Improve safety of our communities and staff
- Strategic Aim 2: More equitable access to SFRS services
- Strategic Aim 3: Improved outcomes through partnership working
- Strategic Aim 4: Develop a culture of continuous improvement
- Argyll & Bute Partnership Community Plan (Single Outcome Agreement) 2013-23
- Argyll & Bute Casualty Reduction Plan

### **We will achieve it by:**

- Using data analysis tools to ensure that:
  - Home Fire Safety Visits are conducted in the areas of highest operational activity.
  - Engagement activities are focused on areas of highest operational activity.
- Working with partner agencies to provide risk reduction measures e.g. fire proof bedding etc. to the people most at risk from fire.
- Developing an Information Sharing Protocol between SFRS, Housing, Social Work and the local National Health Service to share information on the most vulnerable groups within our communities (people most at risk from fire).
- Signposting and referring at-risk individuals to and from partners.
- Utilising Case Study and Case Conference information to direct resources effectively.

### **In doing so we will add value by:**

- Reducing the financial burden and disruption caused to all housing tenures.
- Reducing the personal and social impact of fire on our communities through helping people to be safe in their homes.
- Promoting the wider community safety message to the residents of Argyll & Bute.

### 3. Reduction in Accidental Dwelling Fire Casualties and Fatalities

The reduction of fire casualties is directly linked to the reduction in dwelling house fires. The reduction of fire fatalities and casualties, for which the biggest contributory factors are cooking and alcohol/drugs, is at the core of preventative activities carried out by SFRS in the Argyll & Bute Area.

Vulnerable people within our communities continue to be those most at risk from fire. Older people, those with disabilities, those who live alone and those with alcohol and drugs dependencies provide the SFRS with serious challenges in relation to engagement and reduction strategies. Closer working with partner organisations with regards to single shared assessments and signposting of vulnerable persons proves an effective method of identification and engagement. Fire casualties are more likely to occur in the areas with highest operational demand.

**Aligns to:**

- Strategic Aim 1: Improve safety of our communities and staff
- Strategic Aim 2: More equitable access SFRS services
- Strategic Aim 3: Improved outcomes through partnership working
- Strategic Aim 4: Develop a culture of continuous improvement
- Argyll & Bute Partnership Community Plan (Single Outcome Agreement) 2013-23
- Argyll & Bute Casualty Reduction Plan

**We will achieve it by:**

- Developing an Information Sharing Protocol with Argyll & Bute Housing Providers, Social Work and the NHS to share information on the people most at risk from fire.
- Promoting Home Fire Safety Visits through targeted referrals from our partners for those most at risk.
- Increasing Community Education in targeted areas where the majority of casualties occur.
- Working with partner agencies in Argyll & Bute to provide risk reduction measures to the people most at risk from fire.
- Signposting and referring at risk individuals to and from partners.
- Utilising Case Study and Case Conference information to direct resources effectively.

**In doing so we will also add value by:**

- Helping people be safe in their homes in Argyll & Bute
- Reducing demand on partner services
- Assisting in referring vulnerable households to other service providers
- Reducing the economic cost of casualty treatment on partner agencies.



## 4. Reduction of Deliberate Fire Setting

In the Argyll & Bute Area, deliberate fire setting has historically been a significant problem that can be closely linked to antisocial behaviour. Secondary fires (refuse and grass) are a major priority, and account for a high percentage of our operational activity in the dry seasons placing a huge strain on the SFRS ability to effectively provide its operational response to real emergencies. Working with partners we will identify areas of high operational demand and put in place measures to reduce demand, and where possible, hold those responsible to account.

### Aligns to:

Strategic Aim 1: Improve safety of our communities and staff

Strategic Aim 2: More equitable access to SFRS services

Strategic Aim 3: Improved outcomes through partnership working

Strategic Aim 4: Develop a culture of continuous improvement

Argyll & Bute Partnership Community Plan (Single Outcome Agreement) 2013-23

Argyll & Bute Deliberate Fire Reduction Plan

### We will achieve it by:

- Increasing Community Education in targeted areas where the majority of deliberate fire setting occurs.
- Continuing work with our partners to develop joint risk strategies to further mitigate the impact of deliberate Fires and the economic and social cost to the community.
- Continuing to utilise the youth group engagement process of Firereach and the bespoke Firesetters programme that works on a one to one basis to engage young people in Argyll & Bute.
- Work closely with Police Scotland to secure convictions where crime has been committed.

### In doing so we will add value by:

- Allowing the SFRS to more effectively direct and use its resources to target other areas of operational activity.
- Diverting young people away from anti-social behaviour by encouraging good citizenship
- Supporting the National focus towards early intervention.

## 5. Reduction of Fires in Non-Domestic Properties

Fires in workplaces and business premises are classed as Non-Domestic Fires and come under the scope of the Fire (Scotland) Act 2005. Sleeping risks are seen as a particularly high fire risk since most fatal fires occur at night when people are less vigilant and at their most vulnerable. Residential care homes, hotels, student accommodation and self-contained sheltered housing complexes make up the greatest proportion of this risk within the Argyll & Bute area.

High risk properties are audited on a yearly basis to ensure that the fire safety arrangements within the property are to a suitable standard. For some buildings, joint inspections are carried out with other organisations e.g. Health and Safety Executive, Police Scotland, Trading Standards and Environmental Health.

### **Aligns to:**

Strategic Aim 1: Improve safety of our communities and staff

Strategic Aim 2: More equitable access to SFRS services

Strategic Aim 3: Improved outcomes through partnership working

Strategic Aim 4: Develop a culture of continuous improvement

Argyll & Bute Partnership Community Plan (Single Outcome Agreement) 2013-23

### **We will achieve it by:**

- Continuing to audit high risk premises on a yearly basis.
- Engagement with the business community to highlight their responsibilities for compliance with fire legislation.
- Identifying fire trends in particular building types and conducting thematic audits.
- Support business and duty holders to achieve compliance and therefore improving fire safety.
- Interaction with the Business Engagement Forum to highlight and share good practice.

### **In doing so we will add value by:**

- Assisting the business sector in understanding their fire safety responsibilities.
- Ensuring that buildings are safer, people feel protected and the opportunities for acts of wilful fire raising are reduced.
- Supporting business continuity and employment within Argyll & Bute.
- Support sustainable economic growth within the local economy.

## 6. Reduction in Casualties from Non Fire Emergencies

A central part of the SFRS's role is responding to non-fire emergencies such as Road Traffic Collisions (RTCs), building collapse, water rescue incidents and flooding. Operational Firefighters are trained to a high standard and have at their disposal the most modern equipment for extricating people in rescue situations and administering first aid to casualties.

Attendance at RTCs is a core role for the SFRS but primary responsibility for road safety lies with Transport Scotland, Police Scotland and Local Authorities. The SFRS has a crucial role in supporting those organisations activities at a local level and can provide access to hard hitting education programmes aimed at the most at risk groups to highlight the consequences of RTCs and dangerous driving. National statistics identify that the most at risk group are young male drivers who we include in our "Cut it out" programme which is aimed at 5th and 6th year school pupils.

### **Aligns to:**

Strategic Aim 1: Improve safety of our communities and staff

Strategic Aim 2: More equitable access to SFRS services

Strategic Aim 3: Improved outcomes through partnership

Strategic Aim 4: Develop a culture of continuous improvement

Argyll & Bute Partnership Community Plan (Single Outcome Agreement) 2013-23

"Go Safe", Scotland's Road Safety Framework for 2020

### **We will achieve it by:**

- Facilitating the Cut it Out Road Safety Programme.
- Delivering other road safety presentations/exercises at station open days along with our other partners.
- Continued participation in education programmes aimed at high risk groups within our communities.
- Continuing to work with our partners to identify RTC and other non-fire emergency hot spots through trend analysis and then jointly developing solutions to deal with them.

### **In doing so we will add value by:**

- Reducing RTC's will lessen the impact on local communities and reduce the costs to the NHS for the treatment of casualties.
- Reducing rehabilitation and welfare costs for the casualty and employer.
- Developing positive attitudes to safety within high risk groups throughout our communities e.g. our young people.

## 7. Reduction of Unwanted Fire Alarm Signals

Unwanted Fire Alarm Signals (UFAS) are those occasions when an automated fire alarm activates and results in a mobilisation of SFRS resources, when the reason for that alarm turns out to be something other than a fire emergency. These can be categorised as either UFAS incidents from relevant premises under the Fire (Scotland) Act 2005 or from dwellings. In terms of relevant premises, the SFRS has statutory powers and bespoke policies to ensure reductions from poorly maintained, managed or installed fire alarm systems are achieved. Commercial premises that have repeated UFAS are subject to preventative measures that are designed to drive down false alarms. Every unnecessary blue light journey increases the risk of RTCs within Argyll & Bute and has the potential to make members of our communities feel less safe. In regards to dwellings, the SFRS employs an engagement strategy to try and reduce the impact from UFAS.

Other types of false alarm include malicious 999 calls, and 'good intent' emergency calls made when a person genuinely believes that an emergency has occurred which requires the attendance of the SFRS, and that belief subsequently turns out to be unfounded.

### Aligns to:

- Strategic Aim 1: Improve safety of our communities and staff
- Strategic Aim 2: More equitable access to SFRS services
- Strategic Aim 3: Improved outcomes through partnership working
- Strategic Aim 4: Develop a culture of continuous improvement
- SFRS UFAS Reduction Policy

Argyll & Bute Partnership Community Plan (Single Outcome Agreement) 2013-23

### We will achieve it by:

- Identifying premises with high UFAS activity levels to determine if they comply with the Fire (Scotland) Act 2005 and have appropriate fire safety management procedures in place.
- Engaging with owners and occupiers to give advice and guidance for developing action plans for UFAS reduction.
- Initiatives aimed at reducing numbers of malicious calls and through our engagement and educational programmes working with young people identified as having made malicious calls.
- Support business and duty holders to achieve compliance and therefore improving occupant safety through more effective alarm systems.
- Interaction with the Business Engagement Forum to highlight and share good practice.
- Identifying dwellings with high UFAS activity levels and then engaging with occupiers and partners to reduce fire risk and operational demand.

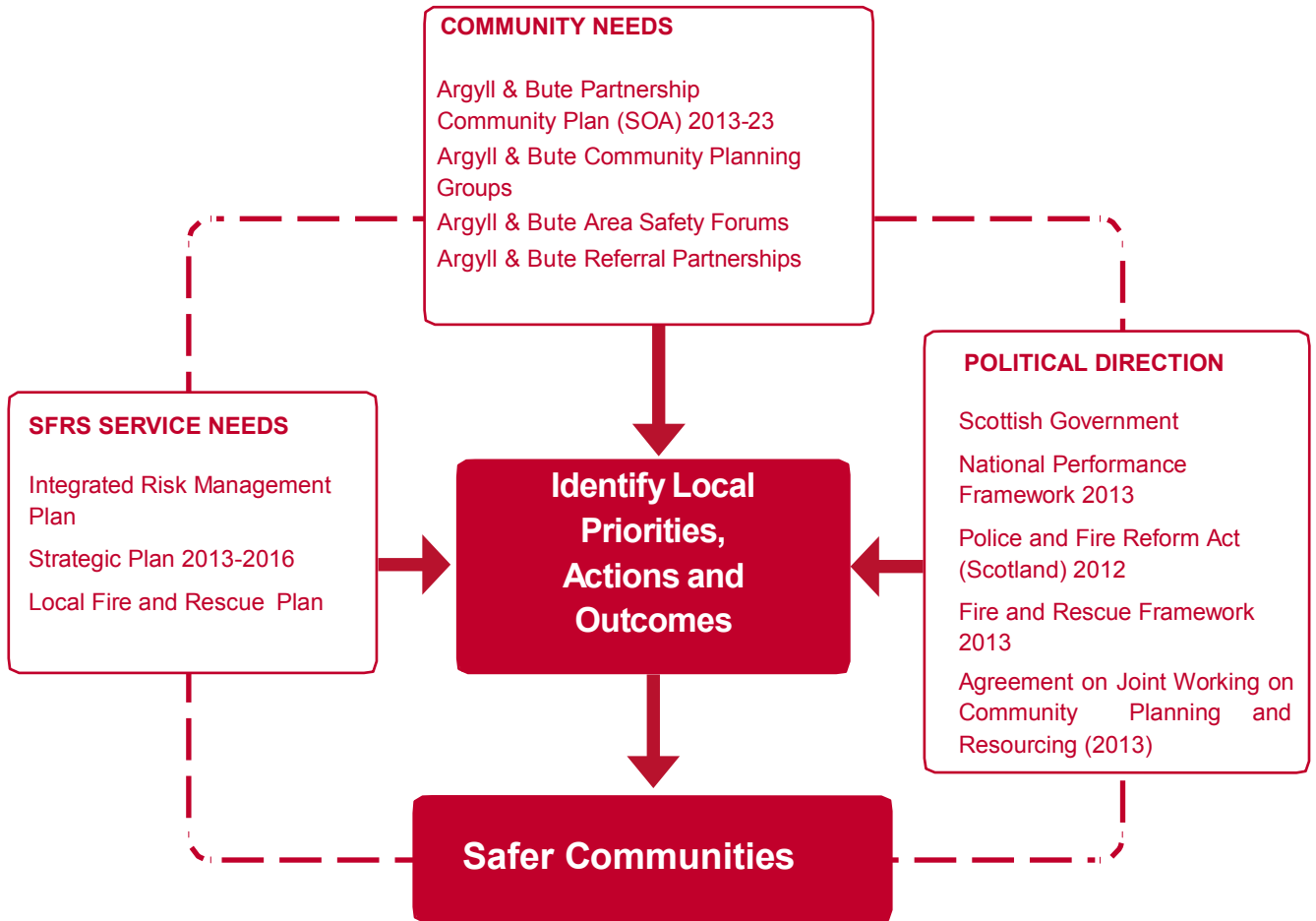
### In doing so we will add value by:

- Improving business continuity and reducing the economic impact to our communities.
- Reducing fire risk to individuals identified as at risk through repeated SFRS attendances due to fire alarm actuations.
- Reduce the number of occasions SFRS resources are required to respond to UFAS incidents thereby reducing road risk and increasing the availability of resources in other areas.

## Achieving Local Outcomes

### Achieving Safer Communities in Argyll & Bute

Following a process of identifying local risks within Argyll & Bute, priority actions to address them and expected outcomes have been set within this plan. Local risks were identified following considerations of political direction set by the Scottish Government, community needs identified through consultation and the operational resources and capacity of the SFRS.



### Outcomes

The outcomes expected for the priority areas set out on the Argyll & Bute Local Fire and Rescue Plan 2014-2017 will be scrutinised by a committee of elected Council members. Outcomes will be measured against reduction set within this plan and those agreed between the SFRS and the Argyll & Bute Partnership which are set out in Argyll & Bute Community Safety Partnership Plan and Community Plan (SOA) 2013 - 2023

## Review

To ensure this Local Plan remains flexible to emerging local or national priorities a review may be carried out at any time but will be reviewed at least once in its life time. A review may also be carried out if the Scottish Minister directs it or if a new Strategic Plan is approved.

Following a review the Local Senior Officer may revise the Plan.

## Feedback

If you have something you would like to share with us, you can get in touch in a number of ways:

- Use the feedback form on our website to send an email - [www.firescotland.gov.uk](http://www.firescotland.gov.uk)
- Contact your local community fire station - details are listed on our website or in your local telephone directory.
- Contact our Area Headquarters on 01389 385 999.
- Write to us at the address at the bottom of this page.

We are fully committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public.

We use all feedback we receive to monitor our performance and incorporate this information into our planning and governance processes in order to continually improve our service.

We are proud to say that the majority of the feedback we receive is positive, and we are keen to hear examples of good practice and quality service delivery that exemplifies the standards of care that we strive to provide for the communities of Scotland.

In instances where our standards of service are questioned, we welcome the opportunity to investigate the circumstances, and are committed to correcting any lapses and using the learning outcomes to improve our future service delivery.

If you would like a copy of this document in a different format or a version in another language please contact:

Scottish Fire and Rescue Service, Argyll & Bute, East & West Dunbartonshire Headquarters, 2 Kilbowie Road, Clydebank, G81 6QT Tel 01389 385 999 , Fax 01389 385 110 or alternatively visit our website [www.firescotland.gov.uk](http://www.firescotland.gov.uk)

## Glossary of Terms

### **Accidental:**

Caused by accident or carelessness and includes fires which accidentally get out of control.

### **Casualty:**

Consists of persons requiring medical treatment beyond first aid given at the scene of the incident, those sent to hospital or advised to see a doctor for a check-up or observation (whether or not they actually do). People sent to hospital or advised to see a doctor as a precaution, having no obvious injury, are recorded as 'precautionary check-ups'. Casualty figures do not include fatalities.

### **Deliberate:**

Covers fires where deliberate ignition is suspected as the cause of the fire

### **Unwanted Fire Alarm Signals:**

Defined as an event in which the Fire and Rescue Service believes they are called to a reportable fire and then find there is no such incident. These can be Malicious, of Good Intent however the majority are caused by automatic activations within smoke detectors within premises such as hospitals, care homes, offices, shops and other buildings where people resort. The False Fire Alarms recorded for our indicator are those caused by Apparatus, as these constitute a significant majority of Unwanted Fire Alarm incidents.

### **Fatality:**

A casualty whose death is attributed to a fire is counted as a fatality even if the death occurred later. Fatalities associated with Other Incidents can include attendance to assist Police or Ambulance colleagues when a person has been found who has committed suicide, for example. Often there is little we can do as a Service to influence this particular figure.

### **Primary Fires:**

Includes all fires in buildings, vehicles and most outdoor structures or any fire involving casualties, rescues or fire attended by five or more pumping appliances.

### **Secondary Fires:**

These cover the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss if five or more appliances attend. They include fires in derelict buildings but not chimney fires.

## Useful Links

Scottish Fire and Rescue Service Strategic Plan 2013 – 16

[http://www.firescotland.gov.uk/media/388032/strategic\\_plan\\_2013\\_2016\\_final.pdf](http://www.firescotland.gov.uk/media/388032/strategic_plan_2013_2016_final.pdf)

Scottish Government National Performance Framework 2013

<http://www.scotland.gov.uk/Resource/0038/00387872.pdf>

Argyll & Bute Community Plan & SOA 2013 - 23

<http://www.argyll-bute.gov.uk/council-and-government/community-plan-and-single-outcome-agreement>

'Go Safe' Scotland's Road Safety Framework for 2020

<http://www.scotland.gov.uk/Resource/Doc/286643/0087268.pdf>

Fire (Scotland) Act 2005

[http://www.legislation.gov.uk/asp/2005/5/pdfs/asp\\_20050005\\_en.pdf](http://www.legislation.gov.uk/asp/2005/5/pdfs/asp_20050005_en.pdf)

Police and Fire Reform Act (Scotland) 2012

[http://www.legislation.gov.uk/asp/2012/8/pdfs/asp\\_20120008\\_en.pdf](http://www.legislation.gov.uk/asp/2012/8/pdfs/asp_20120008_en.pdf)

Preparing Scotland

<http://www.scotland.gov.uk/Resource/0038/00389881.pdf>

Agreement on Joint Working on Community Planning and Resourcing 2013

<http://www.scotland.gov.uk/Resource/0043/00433714.pdf>





Designed by the SCOTTISH FIRE AND RESCUE SERVICE © 2013

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A map of the Argyll and Bute region in Scotland. The landmasses are shown in a light tan color, with the surrounding water in white. A specific area in the western part of the region, including the Mull of Galloway and the Mull of Kintyre, is highlighted in a dark green color.

Argyll and Bute  
**Community Plan**  
and Single Outcome Agreement  
**2013-2023**

produced by the Argyll and Bute Community Planning Partnership



*contents*

# contents

## Argyll and Bute Community Plan and Single Outcome Agreement 2013-2023

produced by the Argyll and Bute Community Planning Partnership

<b>Introduction</b>	<b>3</b>
<b>Community Planning in Argyll and Bute</b>	<b>4</b>
<b>Understanding Argyll and Bute</b>	<b>4</b>
<b>Planning for success</b>	<b>12</b>
<b>Long term outcomes</b>	<b>14</b>
<b>Equalities</b>	<b>26</b>
<b>Prevention</b>	<b>27</b>
<b>Engagement and empowerment</b>	<b>28</b>
<b>Resources, partnership working and governance</b>	<b>32</b>

**Other formats** If you would like a copy of this plan in another language or format, or if you require the services of an interpreter, please contact

Argyll and Bute Community Planning Partnership on 01546 604703

or email [cppadmin@argyll-bute.gov.uk](mailto:cppadmin@argyll-bute.gov.uk)

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*introduction*



# *introduction*

This Community Plan / Single Outcome Agreement 2013-2023 is a joint statement from the Argyll and Bute Community Planning Partnership. It sets out the partnership's vision for achieving long term outcomes for communities in Argyll and Bute.

The CPP recognises that the context for delivering outcomes is challenging, with public sector reform, welfare reform and poor economic forecasts all impacting nationally and locally.

This Community Plan/Single Outcome Agreement sets out the vision, priorities and objectives for Argyll and Bute over the next ten years.

It also gives the partnership a focus for priority actions and activities over the next three years.

Planning for the Argyll and Bute Community Plan and Single Outcome Agreement commenced in June 2012, instigated by the Scottish Government's desire to have all Community Planning Partnerships develop strategic plans in close consultation with their communities.

This is the first ten year Community Plan and Single Outcome Agreement. This Plan will be reviewed regularly to assess progress with implementation of the plan and also to ensure it still remains relevant to community needs.

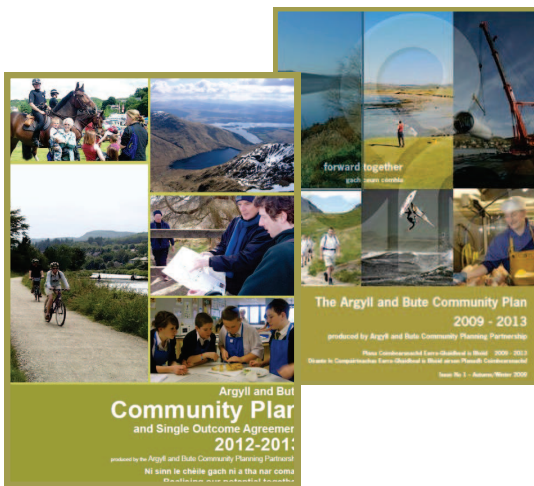
Having participated in the development of the Plan, communities are encouraged to monitor the implementation process by visiting the CPP's web site at [www.argyll-bute.gov.uk/council-and-government/community-planning-partnership](http://www.argyll-bute.gov.uk/council-and-government/community-planning-partnership)

Community planning partners, their staff, elected members, and members of the wider community are to be congratulated on the tremendous joint effort and commitment of time that has been invested in the preparation of this Plan. In ten years' time, through the implementation process and future reviews, it is hoped that our aspirations will have come to fruition and have improved the quality of life for communities throughout Argyll and Bute.

# community planning in Argyll and Bute

The **Argyll and Bute Community Planning 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.

Argyll and Bute's first **Single Outcome Agreement** was agreed with the Scottish Government in August 2009 and covered three years, from 2009 to 2012, highlighting outcomes to be achieved in that period. The Community Plan and Single Outcome Agreement 2012-2013 was a one year plan which brought us to the end of the 2009-2013 Community Plan timeframe.



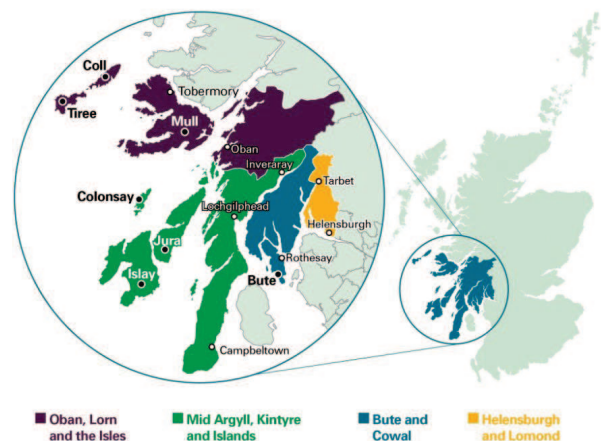
This ten year plan will continue to ensure that Argyll and Bute contributes to the delivery of the Government's 16 national outcomes and delivers better outcomes for our communities.

The Argyll and Bute Community Plan focuses on what residents have told us is most important to them. This Community Plan and Single Outcome Agreement sets out the overall direction and vision for the area until 2023 together with our approach to the main issues that face Argyll and Bute. All the partners are committed to this ten year plan and partners will reflect the key issues in their own plans as appropriate.

## understanding Argyll and Bute

### Geography

Argyll and Bute is bounded by the urban areas of Helensburgh and Dunoon along the Clyde, Loch Lomond to the East, the Mull of Kintyre to the south, Atlantic Islands to the west, and the Sound of Mull and Appin to the north. It covers an area of 691,000 hectares making it the second largest local authority area in Scotland. Our area has the third sparsest population density of the 32 Scottish local authority areas, with an average population density of just 13 persons per square kilometre.



Source: Audit Scotland



## Geography cont.

Argyll and Bute has 23 inhabited islands (Census 2011) more than any other local authority in Scotland with around 17% of the population living on Islands (Census 2011). The area is also home to several long sea lochs, which bisect the landscape and along with the islands give Argyll and Bute a very long coastline and a higher level of reliance on ferries for travel. Almost 80% of the population live within one kilometre of the coast (Scottish Coastal Forum, 2002).

The main settlements tend to be at the extremity of the mainland area creating significant population dispersion in addition to low population density. The population is broadly split between those who live in settlements of 3,000 or more people (48%) and those who live in settlements of fewer than 3,000 people or outwith settlements altogether (52%) (NRS 2011 Mid-Year Estimates; SG Urban-Rural Classification 2011- 2012).

The size of the area and population dispersion require multiple facilities for service delivery to ensure services are delivered close to users and communities. The distance between main settlements and use of ferry services create challenges in terms of reliability, time and cost of travel. The geography of Argyll and Bute cannot be changed so the challenge is how to

maximise the advantages it offers and minimise the impact of any real or perceived obstacles.

The importance of the natural environment is indicated by the 121 Sites of Special Scientific Interest (SNH, as at December 2012) that have been designated within the area, which in total cover almost ten per cent of Argyll and Bute's land area. Additionally, almost thirty per cent of the Loch Lomond and the Trossachs National Park area falls within the local authority's boundaries.



## Population and Demographics

The total population of Argyll and Bute is 88,166 based on the 2011 census.

This compares to a total population for the area of 91,306 in the 2001 census, a reduction of 3.4%. Argyll and Bute was one of only 4 local authority areas to show a decrease in population.

Future population projections suggest a reduction in total population of 7.2% from 2010 to 2035.

The change in population from 2001 to 2011 is different across the 4 areas of Argyll and Bute as set out below.

Helensburgh and Lomond -7.5%

Bute and Cowal -4.8%

Mid Argyll, Kintyre and Islay -3.6%

Oban, Lorn and the Isles +4.3%

The decline in population experienced to date and that projected in the future presents a significant challenge to the overall viability of the area. This challenge is made more difficult by the variation in population changes over the areas within Argyll and Bute. How does the CPP build on existing success in areas that have actual or potential for growth whilst at the same time turning round the position in areas where decline is projected?

In addition to the changes in total population the demographic balance is also changing. The table below shows the change in population over age cohorts projected for 2010 and 2035 and also the changes in demographics between 2001 and 2011.

Age Range	Change 2001 to 2011	Projections 2010 to 2035
Under 15	-16.6%	-8.7%
15-64	-5.2%	-14.4%
Over 65	+15.0%	+39.7%

More people living longer is a real success. The demographic changes do however create a number of challenges. These challenges range from changes to service delivery requirements for CPP partners, the availability of people to join the overall workforce in Argyll and Bute, a smaller pool of people creating wealth and how to enhance the economic or community contribution made by people.

## Economy and Employment

Argyll and Bute's economy is predominantly service-based. Over 85% of employee jobs in the area are provided within the service sector. 14.9% of employee jobs in Argyll and Bute are in tourism-related activities compared to a Scottish average of 8.9% (Office for National Statistics (ONS) Annual Business Inquiry employee analysis, 2008 data (NOMIS, March 2013)).





### **Economy and Employment cont.**

Argyll and Bute has relatively high levels of employment in agriculture, forestry and fishing (6% compared to a Scottish average of 2%) and public administration, education and health (36% compared to a Scottish average of 31%). Fewer people in Argyll and Bute work in manufacturing (3% compared to a Scottish average of 8%).



In 2012 there were 52,700 people of working age (males and females aged 16-64) in Argyll and Bute. Of these, 75.6% (40,800) were economically active. This proportion is similar to the Scottish average of 76.9% (ONS Annual Population Survey, April 2012-March 2013 data (NOMIS, October 2013)). Within this group, the majority of workers (57.5%) were employees. Rates of self-employment (12.1%) are noticeably higher than the Scottish average (7.88%).

Figures from the ONS Annual Population Survey (April 2012-March 2013 (NOMIS, October 2013)) suggest that Argyll and Bute has a slightly

higher proportion of directors, managers and senior officials amongst its workforce than the Scottish average (Argyll and Bute: 11.0%; Scotland: 8.6%). A relatively high proportion of employment in skilled trades (12.8% in Argyll and Bute (ONS Annual Population Survey (April 2012-March 2013 (NOMIS, October 2013))) is driven by the agricultural sector. The proportion of people employed as process, plant and machine operatives is low (4.9% in Argyll and Bute), in line with the low proportion of people employed in manufacturing. The relatively high percentages of associate professional and technical jobs in the Commuter Belt identified in the Census result from the presence the naval base at Faslane, as service men and women fall into this group.

Development of the economy and increasing and improving employment opportunities will require investment to ensure infrastructure is not a barrier to growth and that support for education, skills and training creates the conditions to develop an appropriately skilled and experienced workforce.

**Gross Value Added** is an indicator of wealth creation and measures the contribution to the economy of each individual producer, industry or sector. Over recent years Argyll and Bute has witnessed an improvement with regard to its GVA per employee figures.



### **Economy and Employment cont.**

At the Argyll and Bute local authority area level key sectors such as manufacturing, construction, services and tourism are 90%, 123%, 82% and 93% respectively of the Scottish average.

According to the Annual Survey of Hours and Earnings (ASHE) (NOMIS, May 2012), in 2012 the average resident in Argyll and Bute earned £462 per week, 7% lower than the average for Scotland.

Unemployment rates in Argyll and Bute are below the national average although, because of the high levels of seasonal employment in the area, rates vary according to time of year.

There are a number of challenges relating to economy and employment. A high dependence on seasonal industries results in many challenges whereby workers may take multiple jobs during the summer period to maximise income and look for other jobs when the “season” is over or commute to other areas to seek employment or higher earnings. In general terms GVA and income is lower than the Scottish average. There is a higher dependency on seasonal industries and the public sector than in other areas.

Argyll and Bute also has a range of opportunities where it possesses factors of competitive advantage that when taken in their entirety makes it a unique local economy and one that has much to offer Scotland’s long-term economic growth and security. These include an abundance of sustainable economic assets especially in terms of renewable energy, forestry, quality food and drink and tourism, and its boundary with Scotland’s Central Belt.



Marine science and culture and heritage are further areas of significant growth potential. In addition to pursuing growth in these key sectors it is also important to ensure there is a focus on supporting existing businesses to grow as well as developing new businesses.



### **Deprivation**

The Scottish Index of Multiple Deprivation (SIMD), produced by the Scottish Government, identifies small-area concentrations of multiple deprivation across Scotland. The SIMD is produced at datazone level. There are 6,505 datazones in Scotland and 122 datazones are in Argyll and Bute.

### Deprivation cont.

The results for Argyll and Bute from the SIMD 2012 show

- 10 datazones in Argyll and Bute in the 15% most overall deprived datazones.
- 9 datazones are in the 15% most income deprived datazones.
- 8 datazones are in the 15% most employment deprived datazones.
- 12 datazones are in the 15% most health deprived datazones.
- 41,738 people live in the 53 datazones (43%) that are amongst the 15% most access deprived datazones.
- 13 of Argyll and Bute's datazones – more than 10% – are in the 1% most access deprived datazones.

The most access deprived datazone in Scotland covers the islands of Coll and Tiree.

All of the datazones that are in the 15% most Overall, Income, Employment and Health deprived datazones in Scotland are in our main towns. Conversely, Access Deprivation is most pronounced in our rural areas.

Deprivation does exist in its various forms in Argyll and Bute. Where it relates to income, employment and health it tends to be dispersed in small

concentrations in our main towns. Given the dispersed nature of Argyll and Bute this creates challenges in identifying and addressing deprivation and its causes. It is clear that inequalities do exist with in Argyll and Bute and the CPP must plan to address these.

### Health

Physical inactivity is a significant health issue nationally and in Argyll and Bute. It contributes to many long term health conditions such as CHD, diabetes and some cancers, as well as being overweight and having high blood pressure.

There are strong links between increased physical activity levels and improved mental wellbeing.

Mental health problems are very common in Scotland with one in 4 people experiencing them during their lifetime.

This has a significant impact on local areas and economies, for example worklessness and demand for healthcare services.

The World Health Organisation recognises the importance of mental health improvement and states “there can be no health without mental health”.



## understanding Argyll and Bute

### Health cont.

In 2011 it was estimated there were 770 problem drug users in Argyll & Bute which was a 40% increase from 2006.

The level of experimentation with and use of alcohol by young people is higher in Argyll and Bute than the rest of Scotland. In overall terms the rate of deaths from drugs and alcohol is lower in Argyll and Bute than for Scotland as a whole.

Life expectancy 75.8 and 80.4 is above Scottish average 74.5 and 79.5. Our healthy life expectancy is 68.5 years (males) and 72.5 years (females) compared to the Scottish average of 66.3 (males) and 70.2 (females) (1999-2003; ScotPHO).

## understanding Argyll and Bute

### Education

The educational attainment in Argyll and Bute is above the national average in most measures and in 2011-12, 90.1% of school leavers achieved a positive and sustained destination.



Schools increasingly offer access to a range of wider qualifications to assist pupils with vocational routes providing access to FE/HE courses in schools.



A total of 563 pupils accessed skills for work through 20 courses in 2012-13 with 1,491 pupils accessing wider qualifications through 31 courses in 2012-13. At least 240 adults per quarter (approx. 0.26% of the population) access adult learning network service provision across Argyll and Bute.



The challenge is to ensure we can create opportunities to retain and encourage young people to further their education, develop skills and build careers, business and fulfilling lives in Argyll and Bute.



## Our Challenges

**The key challenges we face relate to:**

**Our geography** – A highly rural area with many small communities, often separated by water. Access to the area and to key services are perennial challenges.

**Reducing population** – The projected decline in total population is a real threat to the viability of the area with a potential to adversely impact on the economy/wealth creation, workforce availability and efficient service delivery.

**Changing population** – With more extremes than most of Scotland we face increasing costs and challenges to deliver services to older people and we need to encourage younger people to move to the area so that our economy can grow.

**Economy** – Unlocking the opportunities offered by its significant, sustainable economic assets for the benefit of its communities and the competitiveness and security of the Scottish and EU economies.

**Employment** – Developing education, skills and training to maximise opportunities for all and create a workforce to support economic growth.

**Infrastructure** – Improving and making better use of infrastructure in order to promote the conditions for economic growth including enhancing the built environment and our town centres.

**Sustainability** – Ensuring a sustainable future by protecting the natural environment and mitigating climate change.

**Health** – Improving health and well being and reducing health inequalities.

**Deprivation** – Inequalities exist in Argyll and Bute so we need to improve how we identify and implement action to address them.

**People on the fringe** – Many of our communities are very isolated and risk collapsing as population changes take affect alongside urban communities where deprivation can create real hardships.



## Planning for success

The evidence collated in understanding Argyll and Bute sets out a clear threat to the future success of the area. Whilst there are a range of social and community challenges by far the most significant challenge facing the area relates to the economy and population.

Unless these specific issues are addressed the scope and capacity to address some of the other challenges facing Argyll and Bute will be greatly reduced.

There is a clear choice between managing decline and committing to creating a virtuous circle based around stabilisation and growth of the economy and population leading to improved social and community factors.

The overall objective of the SOA for the 10 years to 2023 is –

**Argyll and Bute’s economic success is built on a growing population.**

This outcome is entirely supportive of the 6 national policy priorities set out in the national guidance on community planning and will also see Argyll and Bute contribute to the national outcomes for Scotland.

## Long Term Outcomes

To achieve the overall objective set out above 6 long term outcomes have been identified. These outcomes will support the overall objective of “Argyll and Bute’s economic success is built on a growing population” and also address the 6 national policy priorities for community planning.

The 6 long term outcomes are set out below.

### In Argyll and Bute:

1. **The economy is diverse and thriving.**
2. **We have infrastructure that supports sustainable growth.**
3. **Education, skills and training maximises opportunities for all.**
4. **Children and young people have the best possible start.**
5. **People live active, healthier and independent lives.**
6. **People live in safer and stronger communities.**

To achieve each of the 6 long term outcomes will require significant commitment and effort by all partners and also from the whole of Argyll and Bute.

The approach for each long term outcome will be place based recognising the economic, social and physical issues faced by our communities:

- Develop a clear policy and strategy for the outcome.



- prepare delivery plans that are clear around resources and risks.
- Identify the success measures and milestones.
- Allocate responsibility to partners so there is clear line of sight.

This approach will be backed up by Plan, Do, Check, Act cycle to ensure progress is monitored, lessons are learned and plans and procedures updated.

Performance will be managed quarterly and annually and also over the 10 year period of the SOA. Performance scorecards will be used.

On a quarterly basis performance will be monitored to assess whether actions or milestones have been achieved or are on track. Related to the long term outcomes the emphasis will likely be on input measures or that things have been done or are on track.

Annually performance will be assessed based on performance measures developed as part of detailed planning. These will measure the impact activities are having and will be more output focused. Again this will relate to the long term outcomes. The national outcome indicators and other national indicator sets will be used to assess long term progress and also the comparative performance of Argyll and Bute over the 10 year life of the SOA. This will assess

the issue of “so what difference is this making?”.

The national guidance on community planning set out 6 national policy priorities for community planning. These were:

1. **Economic recovery and growth;**
2. **Employment;**
3. **Early years;**
4. **Safer and stronger communities, and reducing offending;**
5. **Health inequalities and physical activity; and**
6. **Outcomes for older people.**

The 6 long term outcomes for Argyll and Bute contribute to the national priorities for community planning.

<b>Argyll and Bute Long Term Outcomes</b>	<b>Relates to National Policy Priorities</b>
The economy is diverse and thriving	Economic recovery and growth and Employment;
We have infrastructure that supports sustainable growth.	Economic recovery and growth
Education, skills and training maximises opportunities for all.	Economic recovery and growth and Employment;
Children and young people have the best possible start.	Early years and Health inequalities and physical activity
People live active, healthier and independent lives.	Outcomes for older people and Health inequalities and physical activity
People live in safer and stronger communities.	Safer and stronger communities, and reducing offending

**Further detail on each long term outcome including our vision of success in 10 years are set out on the pages that follow.**

# outcome 1

## In Argyll and Bute the economy is diverse and thriving

### What success will be like in 10 years

A thriving broad based economy that has realised its full contribution to Scotland's economic development via the growth in sectors such as renewables, tourism, food and drink, marine science and digital knowledge economy. Helensburgh and Lomond will be a thriving local economy based on a growing employment base and further integration with the wider west of Scotland labour market. The opportunities and potential for growth in Oban and Lorn are being developed and realised. Regeneration activity in Dunoon and Rothesay has transformed them in to thriving local economies. The success of Campbeltown / Machrihanish NRIP site is key to ensuring the local economy has a sustainable future. Overall increased levels of income and employment.

### This is the progress we expect to make in 3 years

Contribution and role of Argyll and Bute to the Government Economic Strategy is understood and fully supported by national and regional agencies. Growing opportunities for onshore and offshore renewable energy throughout Argyll and Bute and an active local

supply chain focused around the Campbeltown / Machrihanish NRIP site and opportunities around North Argyll. European Marine Science Park occupied and a growing cluster of education, research and commercial activity at Dunstaffnage with future phases well advanced. Repositioning the Argyll and Bute tourism product and profile, increasingly active networks established, creating new tourism experiences, driving up added value locally, raising the quality of the accommodation across the area.



A clear strategic and holistic focus on the regeneration challenges in Dunoon and Rothesay will begin to show positive results with opportunities through improved connectivity being realised, increasing activity in the housing market and inward investment successes.

The delivery of a range of public and private sector investments in the Helensburgh and Lomond area has encouraged further economic development and investment opportunities that are significant at the regional level and that raises the area's profile.



# outcome 1

## ...progress we expect to make in 3 years cont..

Business and commercial opportunities are promoted across all communities in Argyll and Bute and opportunities relating to key sectors such as tourism, the digital economy, food and drink (incl. whisky) and renewables are being exploited by local businesses.

## This is where we are now

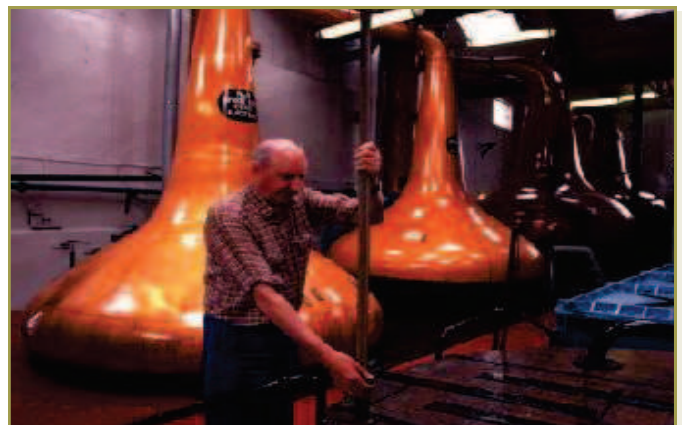
The business base remains narrow and the public sector is dominant. Access to finance and a lack of confidence has been acting as a brake on business investment. Low levels of research and development activity. Unemployment is subject to local variations but is above the regional average. High level of self employment and proportion of micro-businesses with few businesses of scale. Increasing numbers of businesses are beginning to explore exporting opportunities.

## These are the key strategies and delivery plans

A separate strategy for economic recovery and growth is being developed that will set out how the CPP plans to take this forward. This will supplement existing plans and commitments from Highlands and Islands Enterprise Operating Plan, Scottish Enterprise and

the Council's Economic Development Action Plan, the CPP's Renewable Energy Action Plan and the work of the Business Gateway team.

Existing partnerships around renewable energy (Argyll and Bute Renewables Alliance) and tourism (Argyll and the Isles Strategic Tourism Partnership) will be supplemented by other sector specific partnerships and enhanced engagement with the business community at a local level and Argyll and Bute wide to drive delivery, outcomes and impacts and ensure we create the right conditions for economic growth.



These are some of the 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. The impact of and opportunities offered by the Maritime Change programme will also be relevant.

# outcome 2



## We have infrastructure that supports sustainable growth

### What success will be like in 10 years

Long term strategic infrastructure planning undertaken in partnership with the Scottish Government and the private sector has improved Argyll & Bute's road, rail, ferry, air and wider transportation infrastructure to support the growth of our economy and the sustainability of our communities. The development of the electrical transmission and distribution grid has been strengthened to support the continued development of renewable technology and to provide additional community resilience. The water utility infrastructure continues to be developed in both our town and rural areas to support economic development and housing.



In ten years, Argyll and Bute will have world class digital and mobile infrastructure that promotes sustainable economic development, community resilience and service delivery and makes Argyll & Bute a more compelling place to live and work.

Investment in housing and community facilities support sustainable economic growth and along with regeneration of our town centres and built environment enhance the competitiveness of Argyll and Bute.



### This is the progress we expect to make in 3 years

Programme of A83 improvements completed by Transport Scotland. A82 improvements at Pulpit Rock & Crianlarich completed and further improvements between Tarbet and Crianlarich identified within a funded programme. Council progresses its policy objective of ongoing improvement to road condition through its commitment to its Roads Asset Management & Maintenance Strategy. Establishment of a high quality and reliable town centre to town centre vehicular ferry service between Dunoon & Gourock and upgrade of supporting shore side and public transportation infrastructure and services.

Timetable for the Campbeltown—Ardrossan ferry service finalised. Future of the Council's ferry services determined. Future of the Kerrera ferry service determined.

Improved rail connectivity from Oban, Bute & Cowal and Helensburgh and Lomond to Glasgow and Edinburgh with the six Glasgow-Oban services and continued sleeper connectivity.

# outcome 2

## **...progress we expect to make in 3 years cont..**

Introduction of new Park and Ride opportunities in Helensburgh and Dunoon; particularly those providing commuter links to Glasgow. Over 80% of the Argyll and Bute communities within the Next Generation Broadband area will have access to the improved service, as will 100% in the Helensburgh area through the Rest of Scotland programme.

Improved connectivity between Argyll & Bute's island and mainland airports with Glasgow Airport and with the Western Isles. Completion of the construction of the Carradale-Hunterston undersea grid link. Delivery of the Strategic Housing Investment Plan 2013-18.

## **This is where we are now**

There is a perception that the infrastructure in Argyll and Bute is a barrier to growth. This is evidenced by under investment in infrastructure over a number of years by both private and public sectors and poor mobile phone and broadband services, lack of electricity grid capacity and standard of the road network. Whilst there is a clear need to invest in improvements to infrastructure much of the core asset base is sound. CPP partners have developed strengthening working relationships with the key public and private sector stakeholders and have approached the requirement to develop

a more strategic and integrated approach towards policy development through ABRA, HITRANs and through direct partnership working with Transport Scotland.

## **These are the key strategies and delivery plans**

Across the CPP each partner has strategies and plans which will contribute to the development of infrastructure provision within Argyll & Bute. The development and resourcing of the proposed Strategic Infrastructure Plan, developed in partnership with the Scottish Government, will provide the mechanism to achieve the required improvement to infrastructure and housing needed to support the delivery of the SOA outcomes of economic and population growth. Other plans and strategies include - Local Development Plan, Economic Development Plan, Renewable Energy Action Plan, Roads Asset Management and Maintenance Strategy, Scottish Ferries Plan, Strategic Housing Investment Plan 2013-18, CHORD programme, HIE Operating Plan and plans for roll out of broadband.

## **These are some of the main areas of focus included within this outcome**

This outcome includes the following infrastructure, housing, community facilities to support housing, 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).



# outcome 3

## Education, skills and training maximises opportunities for all.

### What success will be like in 10 years

First class education and training opportunities attract people to Argyll and Bute. All young people have the opportunity to achieve a positive and sustained destination. Everyone has access to training and skills development opportunities of their choice.

Local labour market information shapes development of higher and further education curriculum and training. Aligning education, skills and training provision with labour market needs will maximise opportunity for people and ensure the supply of educated, skilled and trained people to support the local economy.



### This is the progress we expect to make in 3 years

Further progress in relation to the reduction in the number of young people leaving school without a positive

and sustained destination. Schools have undertaken further curriculum reform to support the new national qualifications and ensure young people have the opportunity to follow a programme tailored to their needs.

Increased opportunities for alternative qualifications. Closer links to local labour market analysis and the options offered by schools and Higher and Further Education providers.



The facilities and support required to support training in emerging and economic growth sectors will be investigated building on the development of the SAMS facility in Oban. Increased opportunities for meaningful short and long term employment experience.

The corporate parenting support by CPP partners for Looked After Children is improved and is narrowing the inequality gap for them. Ongoing review of scope of skills and training development to reflect demand and take opportunities to increase scope and range of this provision.

# outcome 3

## This is where we are now

The educational attainment in Argyll and Bute is above the national average in most measures. Schools increasingly offer access to a range of wider qualifications to assist pupils with vocational routes providing access to FE/HE courses in schools.



There are increasing trends in the number of adults who are accessing activities supporting their literacy and numeracy. Independent, third and public sector providers offer a range of skills and training development.

## These are the key strategies and delivery plans

Education Action Plan, Curriculum for Excellence Implementation Plan, Individual school improvement plans, Opportunities for All Development Plan, Argyll and Bute Skills Pipeline, Argyll and Bute Youth Employment Activity Plan, Third Sector Partnership Business Plan, Argyll Voluntary Action Strategic Plan



## These are some of the main areas of focus included within this outcome

Young people with a positive and sustained destination. Alignment of FE/HE course provision with local labour market analysis. More adults with literacy, numeracy, or basic ICT issues are supported to access and progress in "first steps" learning opportunities. Primary, secondary and tertiary education and training/skills development.





# outcome 4

## In Argyll and Bute children and young people have the best possible start

### What success will be like in 10 years

All our children will be more active and have increased opportunities to participate in play, recreation and sport. There will be an increase in improvement in children's health and wellbeing.

Reduced numbers of looked after children will be able to remain in their local community as a result of flexible support packages. Integrated delivery of public protection supports vulnerable children and young people. Continued development of high quality learning opportunities.

### This is the progress we expect to make in 3 years

Literacy levels of children continue to improve. There are increased levels of participation for children and young people in physical activity. The treatment gaps in services for children and young people have been addressed with appropriate services.

Attainment of looked after children is improving and levels of exclusion reducing. Good quality support is available to allow children to remain

within their own communities. Improved quality & consistency to ensure all children are protected from abuse, neglect and harm. Involving users and communities in the design and delivery of services (co-production) is embedded across Argyll and Bute.



### This is where we are now

Argyll and Bute has a comprehensive early years service offering good quality support to women through their pregnancy and beyond. Quality of assessment is improving however quality of care planning and risk assessment needs further support.

We are developing coproduction of all levels with children and young people in communities to inform how we build capacity and stability.

# outcome 4

## These are the key strategies and delivery plans

The Integrated Children's Service Plan will be the main document that will be used across all partners over the next three years to drive performance against key outcomes.



## These are some of the main areas of focus included within this outcome

This includes ensuring children and young people are protected from abuse, neglect and harm, are more active and have more opportunities to participate in play, recreation and sport, live within a family supportive environment, have the highest possible standards of physical and mental health, can access to

positive learning environments and opportunities to develop skills and have their voices heard and are encouraged to play an active and responsible role in communities.



Collaborative working to deliver quality services early in life offers real and tangible outcomes for children, young people and their families.

This includes promoting prevention and tackling poverty, inequality and poor outcomes by empowering communities to work together.





# outcome 5

## People live active, healthier and independent lives.

### What success will be like in 10 years

People are active and healthier across all dimensions of health and wellbeing. Those who are older, living with long term conditions or vulnerable are increasingly being supported to maintain their independence for as long as they choose. Life expectancy is still above the Scottish average with increasing healthy life expectancy. The health outcomes for those living in our most deprived communities are closer to those of our most affluent areas. Communities are active in co-producing the services they have aspirations for. People lead more active healthier lives through increased participation in sport and physical activity.

### This is the progress we expect to make in 3 years

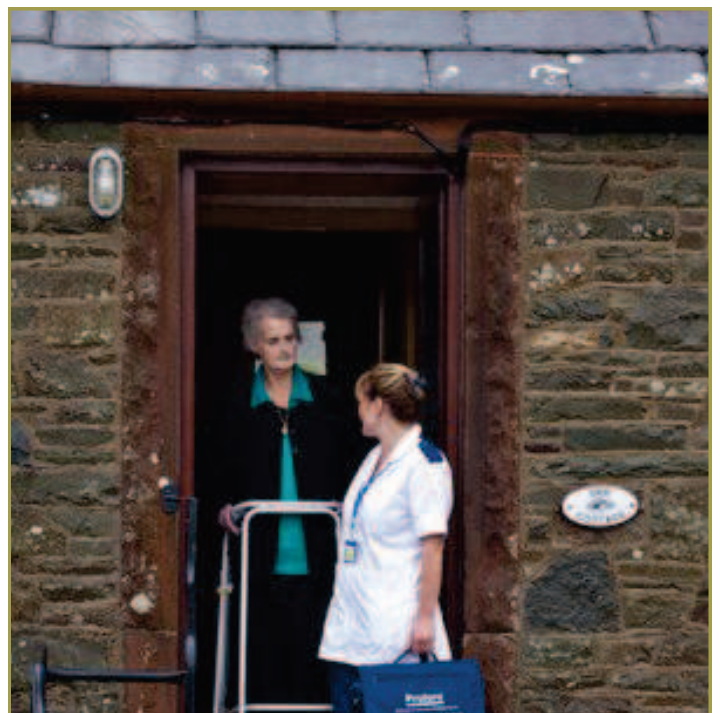
Continuing to be above the Scottish average in terms of life expectancy and healthy life expectancy. Work in place to reduce health inequalities and targeted to those most in need. Older people reporting that they feel supported to live independently where they choose. More people with health and care needs live at home or a homely setting. Fewer emergency admissions of older people.

### This is where we are now

Argyll and Bute is above the Scottish average in terms of life expectancy. Our healthy life expectancy is 68.5 years (males) and 72.5 years (females) compared to the Scottish average of 66.3 (males) and 70.2 (females).

Within the area however we have health inequalities. These are manifest throughout our rural communities and are not easily measured. However we see the effect of these inequalities in our towns. There are 10 areas in total, within Campbeltown, Dunoon, Helensburgh, Oban and Rothesay, included in the 15% most deprived small areas in Scotland.

Most older people (65+) in Argyll and Bute look after themselves at home, with varying degrees of help. 3% are cared for in the 'formal' setting of a care home or similar.





# outcome 5

People are empowered to lead the healthiest lives possible.

## These are the key strategies and delivery plans

There are many plans across the CPP and within individual partners, including: Health and Wellbeing Partnership Joint Health Improvement Plan; Mental Health Modernisation and Strategic Framework for Mental Health and Wellbeing; Reshaping Care for Older People; A&B Integrated Children's Services Plan; Housing Strategy and NHS Highland Health Inequalities Action Plan.



Healthier choices regarding alcohol and drugs and recovery from substance misuse.

Mental health improvement strategies are promoted by the CPP.

The gap between the best of and the worst off in Argyll and Bute is reduced.



## These are some of the main areas of focus included within this outcome

Everyone has the opportunity to be active members of their community.

People are enabled to live independently, with meaning and purpose, within their own community.



# outcome 6

## People live in safer and stronger communities

### What success will be like in 10 years

We have safe and strong communities where our people live free from harm, fear and adversity in an equal society.

There are thriving and sustainable communities with increasing populations participating in and contributing to the economic, social and fiscal health of Argyll & Bute.

Our people are confident in the services which support quality of life through their own design and delivery of these services.

Our town centres are thriving and vibrant. Regeneration of the built environment enhances the competitiveness of Argyll and Bute.



### This is the progress we expect to make in 3 years

A strengthened community safety partnership structure to ensure all

communities are dynamic and sustainable. Evidence of safer, more robust and healthy communities and reducing levels of inequalities.

Community engagement is enhanced and people choose to engage with the design and delivery of public services and understand safety is everyone's business.

Early intervention and prevention is beginning to deliver better outcomes.

Communities and public sector partners work collaboratively to make the best use of our natural and built environment and our culture and heritage with clear plans for development in place and investment underway.





# outcome 6

## This is where we are now

The communities in Argyll in Bute are safe places to live,. They are strong and vibrant in many area but we also have some areas where people are less engaged and where access and social deprivation challenge quality of life.

We have a good record in maintaining public safety and recognise that to improve this we must enhance our partnerships and make stronger local links which contribute to community life.

We have a proven record of voluntary action and communities working together and we have to build on current capacity and set foundations for greater sustainability and thriving community life.



## These are the key strategies and delivery plans

The Community Planning partnership supported by local Police plan, Fire plan, Third Sector Partnership Business Plan, HIE Resilient Communities Policy and Community Engagement Strategy currently all drive this outcome. The

local Area groups, Community safety partnerships and devolved ASB groups again tactically drive the outcome, where it is essential that we look closer at the delivery and our ability to Task and Coordinate through our multi-agency partnerships. Outcome focused community safety plans developed.



## These are some of the main areas of focus included within this outcome

Ensuring communities feel safer and that Argyll and Bute is a safer place. Supporting communities to become strong, resilient and self-reliant.

Ensuring the natural and built environment is safe, respected, valued and free of environmental crime.

Working in partnership to deliver outcomes effectively and efficiently ensuring best value. Increased culture and heritage activity.



Argyll & Bute Community Planning Partnership places equality, diversity and inclusiveness at the centre of all its services and actions.

Delivering against this we commit to reducing inequalities in all forms. In addition to those identified in the Equality Act 2010, our communities in Argyll and Bute face three key areas of potential inequality that we must ensure are planned for in the SOA. These are:

**Geographical inequalities**

**Health inequalities**

**Economic Inequalities**

To address these many and challenging issues will require an approach which reflects the principles of co-production and which embraces changes to economic, cultural and environmental conditions and prevailing circumstances, improving infrastructure to aid and overcome issues with access to services; and to strengthening communities and individuals.

Addressing these will require the CPP partners to collate evidence and identify where the agreed priority action areas are. This will be aligned with the strategic outcomes in the SOA, identifying clear actions for delivery.

Geographical inequalities and a clear analysis of place will be further highlighted in the additional census information at local areas which will be

published throughout 2013. This analysis will inform the strategic approach to our communities and support the development of localised planning where this is a priority.

Economic inequalities, unemployment and under employment are key drivers for health and geographical inequalities. Low income is widely recognised as a driver for many other areas of inequality. The focus of the SOA on economic activity and growth is fundamental to addressing this.

The Argyll and Bute Community Planning Partnership:

- \* Understands its legal and ethical equalities responsibilities to service users, staff and communities
- \* Builds its approach to equalities on human rights principles
- \* Takes action to ensure services become inclusive and accessible to all
- \* Uses Equality Impact Assessment, Equal Pay Audit and similar approaches to identify inequalities and ways of addressing them
- \* Provides equalities training, development and support to its Management Board, staff and partners provides leadership on equalities and human rights
- \* Collects monitoring information effectively, sensitively and in line with data protection law to assess levels of inequality and areas of concern
- \* Through its partners engages with staff, service users and other stakeholders in order to understand their needs.

that information and ensuring that it is used to develop a shared approach to achieve our outcomes.

The CPP is committed to early intervention and prevention.

Preventative spend is defined as “Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money”. Such an approach is essential if the challenges facing Argyll and Bute are to be addressed successfully and in a sustainable manner. The range of challenges facing Argyll and Bute is significant and wide ranging and a multi-faceted approach to prevention is required. Rather than identify a specific outcome related to prevention the CPP has embedded prevention in the Community Plan and Single Outcome Agreement. Prevention is a key aspect of each of the long term outcomes.

Inequalities in health, education and employment remain a challenge and some of the problems faced by our communities have been resistant to improvement and have endured for decades.

The Community Planning Partnership is committed to breaking that cycle through prevention and early intervention. Critical to this is the continued improvements in integrating and sharing information between partners, analysing

### Strategic Prevention Priorities

The proposals set out in the Single Outcome Agreement seek to address prevention in terms of:

- Addressing population decline to prevent the difficulties that will arise based on projected demographic change and population reduction.
- Ensuring a more economically active Argyll and Bute that contributes financially
- Improving the skills and attitudes of people to sustain success which will improve resilience and flexibility
- Investing in thriving and sustainable communities which will help reinforce the social, civic and community back up to support a preventative approach
- The commitments on inequalities which will see effort directed to improve the lives of the most vulnerable
- The specific outcomes around children and people living active healthier lives which is consistent with the objectives of prevention and early intervention
- Our commitment and approach to partnership working, working with third sector and co –production which will further embed early intervention and prevention at all level in Argyll and Bute

# prevention

## Prevention cont.

In line with the Scottish Governments SOA Guidance the Community Planning Partnership will:

- Identify key preventative activities already in place relating to each outcome
- Identify best practice and encourage wider replication
- Measure the resources committed to prevention and the scale of preventative activity; and
- Encourage and support opportunities to identify new approaches, and roll out or increase existing activity

Recent Scottish Government Change Funds have enabled us to develop joint planning and commissioning processes and preventative spending in relation to Early Years and Older People is now a priority. The recently formed Early Years Collaborative will identify evidence based preventative activities that can be replicated across Argyll and Bute. We know that by investing in early years we can reduce the potential problems of the future and challenge the link between poverty and poor attainment and achievement. Strategic prevention priorities will respond to the complex needs of adults and children experiencing inequalities. A vital part of improving the social and economic

wellbeing of people in Argyll and Bute is to build the capacity within individuals and communities. Empowering people to help themselves underpins the approach of the Community Planning Partnership. Through co-production we will provide services for people, with people. By doing this we not only build individual and community capacity but also enable people to secure better outcomes for themselves.

The approach to performance management will provide the evidence to allow us to assess our progress in relation to prevention and where it is necessary to change our approach to achieve better results.

# engagement and empowerment

Argyll and Bute is an area defined by diversity of geography and of community. Engagement with and empowerment of our communities is essential to ensuring that Argyll and Bute Community Planning Partners design, develop and deliver the services that our communities need. The partnership is currently consulting on a new Community Engagement Strategy that will help us all to learn more about community engagement and improve the way we work with different communities.

The Local Government in Scotland Act 2003 introduced community planning and made community engagement a statutory responsibility of all partner



agencies. Importantly, it shifted the responsibility for participation, requiring agencies to engage *with* the community rather than asking the community to engage with them.

The Community Planning Partnership will work with communities to

- ensure that citizens and other key stakeholders in Argyll and Bute have a voice and are able to influence the development of policies and strategies that will affect their lives.
- inform the way in which services in Argyll and Bute are planned and delivered.
- inform the process through which change can be achieved.
- develop relationships and ensure that our communication is open and clear, free from jargon and accessible to all.

The Scottish Government Review of Community Planning, Statement of Ambition, published in March 2012, makes clear that communities have a key role to play in helping to shape and co-produce better outcomes and that unlocking that potential requires CPPs to have a strong understanding of communities and to provide genuine opportunities to consult, engage and involve them.

To achieve this, we want to work alongside and listen to our communities by enabling communities to get involved in making services better and providing ways for communities to get and exchange information. We want to base

our actions on the principles of co-production thereby strengthening communities and enhancing community resilience.

### What is community engagement?

Community engagement covers many different activities carried out with the people who make up communities. At its core it is about making sure that people can participate in lots of different ways to make Argyll and Bute a better place to live, work, study and play. The Partnership has adopted the following definition of community engagement:

Community engagement is the process of involving communities in the development and management of services such as health, education and housing. It may also involve other issues which concern us all, or it may be about tackling the problems of a neighbourhood, such as crime, drug misuse or lack of play facilities for children.

Community engagement takes many shapes and forms. It can involve simple exercises in consultation through the formation of multi-agency partnerships with community representation at the centre.

Underlying effective community engagement is the commitment of service providers and planners to listen to those for whom services are being planned'. (Communities' Scotland, Community Engagement How to Guide)

## engagement and empowerment

### Benefits

There are many benefits that can be gained by both partner organisations and by citizens. The following can be achieved by listening to and working with communities:

- Plan and provide suitable and localised services that are tailored to the needs of the community
- Empower people to define the vision for their own community
- Provide information and opportunities for the public to be better informed
- Monitor & measure performance
- Encourage local people to become actively involved in the democratic process
- Build on 'responsible citizenship', cohesive communities with a shared sense of fairness and social responsibility.
- Improves relationship between partner agencies and the public
- Build capacity



### Existing Mechanisms for Community Engagement

Within the Argyll and Bute Community Planning Partnership, there are many examples of engagement activity taking place and working towards Argyll and Bute Community Planning Partnership objectives. The CPP recently developed its Better Community Engagement Resource Pack and some of the community engagement and evaluation exercises are available online (<http://www.argyll-bute.gov.uk/community-life-and-leisure/communitydevelopment>). In addition, a number of physical resources are available on loan to CPP partners to assist engagement activities.



These can be found online at <http://www.argyll-bute.gov.uk/motivating-your-community>), or can be booked from the Council's Community Development team at [communitydevelopment@argyll-bute.gov.uk](mailto:communitydevelopment@argyll-bute.gov.uk).





While the list below may not be exhaustive, it does suggest that there is a range and diversity that gives citizens and other stakeholders an opportunity to feel that their views are gathered by various providers of services.

- Area Community Planning Groups
- Citizens' Panel
- Focus Groups
- Third Sector Area Forum
- Multi-agency Partnership Groups including local people
- Community Care Forum
- Young Scot
- Community Health Partnership - Patient Involvement Activities
- Crime Prevention Panels
- Community Safety Partnerships
- Domestic Abuse Forum
- Feedback Forms
- Elected Members' Surgeries
- NHS Public Partnership Forum
- Community Development Trusts
- Community Councils
- 3rd Sector Partnership
- Hard to Reach Groups

### **Inform, consult and involve**

It is important that we inform, consult and involve all sectors of the community who may be affected by actions and decision taken by the CPP or any of its partners. Unless care is taken we may not sufficiently capture the views of important groups of people within our community. This includes hard to reach

groups such as disabled people, migrant workers, gypsies and travellers, young people and older people. Through consultation we will ask these, and other, groups about how they would like us to engage with them. Also, the locations where we engage, the buildings used, the support provided and ways of communicating will recognise the constraints of living in a rural area and take into account the different needs of those we will be engaging with.



### **Implementation**

Community engagement is at the heart of community planning in Argyll and Bute and we as a partnership commit to ensuring that it is a driving force for delivering improved outcomes throughout the area. The Action Plan that is being developed as a result of consultation responses to the new Community Engagement Strategy will form the basis for the partnership to deliver on this commitment with all partners contributing outcomes from their own consultations and engagement to produce forward looking action plans.

# Resources, partnership working and governance

Argyll and Bute Council administers the partnership and provides political representation at both management and local area levels.

The Argyll and Bute Community Planning Partnership has an annual budget of approximately £500m per annum for services to the people of Argyll and Bute.

The Chair of the Management Committee rotates amongst partners on a biannual basis to ensure a clear partnership ownership of the process.

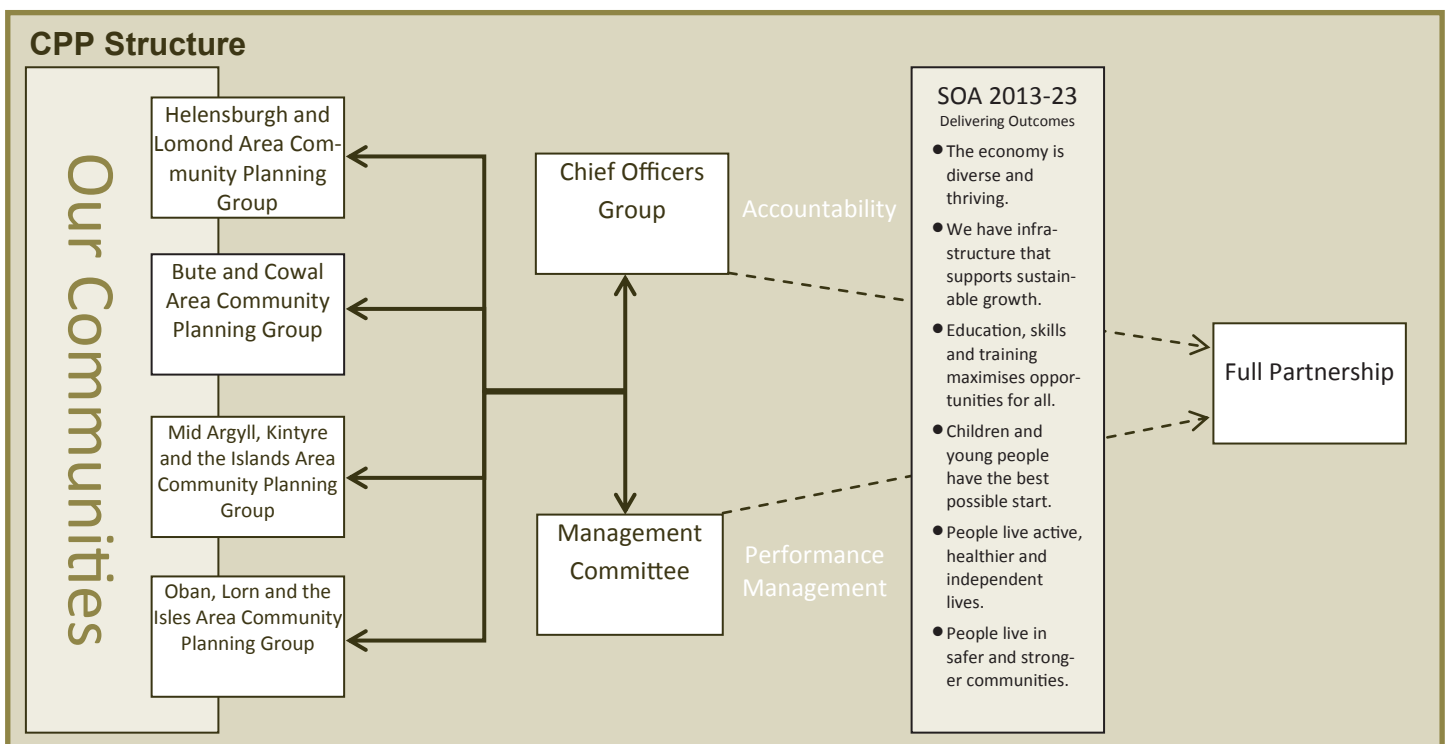
The partnership has strengthened over its lifetime in response to review, improvement and ongoing challenges that the area faces.

The Argyll and Bute Community Planning Partnership structure is illustrated below.

Strong working relationships and open communication are fundamental to the effective operation of the partnership and the delivery of our outcomes.

This structure reflects the geographical diversity of the area, engagement with our communities, the leadership and accountability at an area wide level and recognition that the full partnership has an important strategic role in shaping the direction our outcomes and our services.

The Community Planning structure in Argyll and Bute comprises a series of levels of interaction, engagement and representation.



### **The Full Partnership**

Responsibility for the overall development of community planning in Argyll & Bute lies with the Full partnership. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.

The activities of the CPP can be broken down into the following:

- Strategic oversight of community planning.
- Developing the Community Plan and Single Outcome Agreement to set the overall direction for community planning partners in Argyll & Bute.
- Policy development across community planning partners that support the delivery of the community plan.
- Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP.
- Responding / reacting to national policy developments.
- Effective working across community planning partners.
- Continuous improvement in the effectiveness of the CPP.
- Performance management to ensure delivery of the community plan.
- Reporting performance to the public.

The Full Partnership of the CPP will

normally meet once each year to:

- Review the annual report for the previous year.
- Review progress to date for the current year.
- Set direction for the next year.

### **Area Community Planning Groups (ACPG)**

Argyll & Bute is a large and diverse area. Communities can have different issues even within the overall umbrella of a community plan and Single Outcome Agreement for the whole area. It is important that there continues to be effective governance over the CPP at a local level. It is the role of Area Community Planning Groups to discharge this function.

The role of CPP Area Community Planning Groups is to:

- Engage with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at an area level.
- Ensure effective working across community planning partners at an area level.
- Ensure continuous improvement in the effectiveness of the CPP at an area level.
- Manage performance to ensure delivery of the community plan at an area level.

Area Community Planning Groups meet four times a year.

### **The Management Committee (MC)**

Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role of Community. This is the main focus of the Management Committee.

The role of the MC is to:

- Develop the Community Plan and Single Outcome Agreement
- Set the overall direction for community planning partners in Argyll & Bute at a strategic level.
- Performance management with an accountable lead identified for each SOA outcome to ensure delivery of the community plan/ SOA at a strategic level.
- Report performance to the public
- Develop policy across community planning partners that support the delivery of the Community Plan and Single Outcome Agreement at a strategic level.
- Engage with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at a strategic level.
- Respond/react/contribute to national policy developments at a strategic level.
- Working effectively across community planning partners at a strategic level.

- Facilitate the sharing of information between community planning and strategic partnerships and identifying opportunities for improved joint working.
- Promote continuous improvement in the effectiveness of the CPP at a strategic level.

The MC meets four times a year.

### **Chief Officers Group (COG)**

The role of the CPP COG is to:

- Ensure issues are being raised and actioned on behalf of the Management Committee of the CPP
- Ensure partners are working efficiently together.

The first role covers action/support to make real/action/operationalise the actions and activities agreed by the Management Committee and thereby to underpin effective delivery of the community plan.

The second role relates to continuous improvement identifying and taking forward opportunities for collaboration, joint working and shared service at a strategic level.

This address key aspects of community planning:

- Effective working across community planning partners.
- Continuous improvement in the effectiveness of the CPP.
- Performance management to ensure delivery of the community plan.

outcomes through the performance management process.

### Chief Officers Group (COG) cont.

The Chief Officers Group meets four times a year with the option to convene additional meetings as and when required.

### SOA Delivering Outcomes 1-6

Each of the six ten-year outcomes has an accountable lead officer who is responsible for:

- Identifying the relevant partners to achieve the outcome.
- Establishing reporting protocols with relevant partners and strategic partnerships.
- Co-ordinate relevant information for performance management purposes.
- Quarterly performance reporting to Management Committee.

### Strategic Partnerships

There are a large number of strategic partnerships across Argyll and Bute that are aligned to particular policy and service areas.

These partnerships contribute to the delivery of outcomes and are an essential element of the overall partnership network. They link into the overall CPP structure through the outcome leads and are accountable for service delivery and contribution to

### Time Limited Groups

These groups are complemented by Time Limited Groups comprising relevant CPP partners with a designated lead. Time limited working groups are formed to address specific issues and make recommendations to the Management Committee, Chief Officers Group and other strategic partnerships.





### Community Planning Contacts

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### Outcome Leads

#### Outcome 1 - Douglas Cowan

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#### Outcome 2 - Pippa Milne

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#### Outcome 3 - Cleland Sneddon

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#### Outcome 4 - Pat Tyrrell

Lead Nurse, NHS Highland  
01546 605645 p.tyrrell@nhs.net

#### Outcome 5 - Elaine Garman

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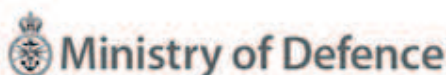
#### Outcome 6 - Barry McEwan and

Divisional Commander,  
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#### Paul Connelly

Local Senior Officer,  
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# Argyll and Bute Community Planning Partners



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**SOA BUDGET ALIGNMENT 2014-15 – ARGYLL AND BUTE CPP**

Name of Partner – Highlands and Islands Enterprise			
SOA Outcome		2014-15 Net budget £000's	Comments
1.	The economy is diverse and thriving.	2500	*See below
2.	We have infrastructure that supports sustainable growth.		
3.	Education, skills and training maximises opportunities for all.		
4.	Children and young people have the best possible start.		
5.	People live active, healthier and independent lives.		
6.	People live in safer and stronger communities		
Total		2500	

\*Part of HIE's budget is allocated to area teams and part for core functions and regional projects / initiatives. The "discretionary" budget allocated to the area team has been £1.8M in the last couple of years but we have usually been able to secure additional budget such that our "out-turn" discretionary budget has been £2.4, £2.4 and £2.7 in each of the last three years. While HIE's internal budget process has not yet been completed for 2014/15, I have assumed that the out-turn discretionary budget for the area team will be £2.5M.

This sum excludes:

- Additional funding for regionally significant projects such as our investments at Machrihanish and at the European Marine Science Park nr Oban. Such funding is ring fenced for specific projects, and may sit either under Outcome 1 or Outcome 2;
- core functions, some of which impact directly in Argyll including sectoral initiatives (e.g. funding for Tourism Intelligence Scotland or Energy North etc), regional programmes (such as HIE's partnership with MIT Boston, or Glasgow School of Art, etc)
- staffing resource – the local team has a complement of 16 people, but the area office also hosts a number of HIE staff with regional roles. This includes HIE Director of Strengthening Communities, members of the community assets team and staff from the tourism and life sciences sector teams;
- It is worth noting specifically that around £18m of the public sector investment in Next Generation Broadband will take place in Argyll to end 2016.

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**MacInnes, Hazel**

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**From:** cppadmin  
**Sent:** 16 April 2014 13:58  
**To:** McMillan, Diane  
**Subject:** FW: SFRS Self-Assessment Pilot inclusion of partners

---

**From:** Craig, Eleanor [<mailto:Eleanor.Craig@firescotland.gov.uk>]  
**Sent:** 18 March 2014 09:23  
**To:** Clements, David  
**Subject:** SFRS Self-Assessment Pilot inclusion of partners

David

Thank you for your time this morning. As I mentioned the service is currently running a self-assessment pilot, which builds on our previous expertise in self-assessment with our staff and asks partners to tell us how they think the service is performing locally.

The process we use is a fully facilitated peer review type session held from 10 until 4pm, at a location that suits you. I will ask partners in attendance how they feel the service is currently performing using statements from the Public Service Improvement Framework. All feedback will be by group consensus and not attributed to an individual and will be captured by my team, projected on to a screen to support full transparency and for all members to agree the feedback we will take from the day.

So far we have undertaken partners self-assessments with North Lanarkshire and Dumfries and Galloway Council's. In North Lanarkshire all attendees were members of the Community Safety Partnership, (Voluntary Sector, Council, NHS etc.) in Dumfries attendees were a mix of individuals from the Community Planning Partnership and from the Community Safety Partnership. The rule of thumb for choosing attendees is that they need to have on-going interactions with the SFRS locally and can fully consider service performance, identifying strengths and areas for improvement. The number of attendees is usually between 6 and 12 individuals.

Thank you for taking the time to consider involvement in our pilot, as this is a brief overview I am happy to discuss the event in more detail either by telephone or face to face.

Best wishes

Eleanor

Eleanor Craig  
Pilot Manager  
Scottish Fire and Rescue Service | Hamilton | ML3 0EA | 01698 402609 | 07825 202099

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# Page 158

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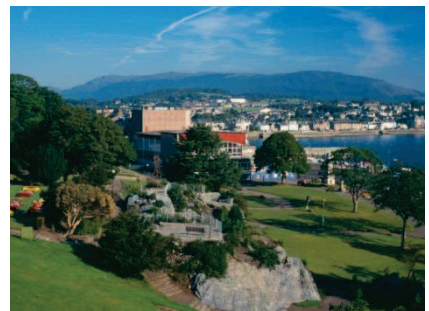
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# Argyll and Bute: A good place to live, work and play?



**CONTENTS**

SUMMARY ..... 3

BACKGROUND ..... 4

SECTION 1 - PLANNING AND DELIVERING OF EVENTS ..... 5

    PLANNING ..... 5

    DELIVERY ..... 7

    EVALUATION OF EVENTS ..... 10

SECTION 2 – CONSULTATION FINDINGS ..... 12

    SURVEY RESULTS ..... 12

    WORKSHOP FINDINGS ..... 23

    YOUTH FORUM EVENT ..... 49

CONCLUSION ..... 52

ACKNOWLEDGEMENTS ..... 52

APPENDIX 1 ..... 53

APPENDIX 2 ..... 56

## ARGYLL AND BUTE: A GOOD PLACE TO LIVE WORK AND PLAY?

### SUMMARY

As part of the preparation of Argyll and Bute CPP SOA 2013-23 the Community Planning Partnership undertook a wide ranging consultation with communities across the area to inform the Single Outcome Agreement Delivery Plans to be submitted to the Scottish Government in June 2014. This also forms part of the community engagement duties of Argyll and Bute CPP as outlined by the Scottish Government. Recent census data demonstrated that the population of Argyll and Bute had declined by 3.4%. This coupled with the recognition that a successful economy is critical to a thriving Argyll and Bute has led to the overarching outcome for the SOA: 'Argyll and Bute's economic success is built on a growing population'.

The consultation was entitled: **Argyll and Bute - A Good Place to Live, Work, and Play?**" and comprised an online survey and 14 events across Argyll and Bute including five island locations. In addition a two-day residential event was held to consult and gather the views of young people

The information gathered from the online survey has been analysed and broken down into the 6 long term outcomes. The information gathered at workshops has been analysed across Argyll and Bute, and has also been broken down into each area to enable comparisons to be drawn.

The data contained in this report will feed into the strategic Population Summit to be held in May 2014 to consider ways of addressing the population decline in Argyll and Bute.





## **BACKGROUND**

In August 2012 Argyll and Bute Community Planning Partnership agreed to annual consultations on the Single Outcome Agreement (SOA) to ensure communities had a say in how the Partnership can achieve its outcomes.

The figures from the census of 2011 were published and highlighted Argyll and Bute as the highest area in terms of percentage population decline, and this was seen as the greatest challenge for all community planning partners.

In August 2013, the first stage of Argyll and Bute's Single Outcome Agreement was approved by the Scottish Government. This included:

Overarching outcome:

**“Argyll and Bute's economy is based on a growing population”**

Long-term outcomes:

- 1. The economy is diverse and thriving**
- 2. We have an infrastructure that supports sustainable growth**
- 3. Education, skills and training maximises opportunities for all**
- 4. Children and young people have the best possible start**
- 5. People live active, healthier and independent lives**
- 6. People live in safer and stronger communities**

In order to achieve these outcomes, a delivery plan is required for each of the six outcomes. The community consultation was designed to enable local communities to inform these high level plans, as well as to contribute to achieving the outcomes at a local level. It was also intended to embed good practice in terms of community engagement.

An online survey was created, and 14 events were held across Argyll and Bute.

Argyll and Bute Community Planning Partnership is grateful to Education Scotland for its support in part-funding this consultation process, which in turn will feed into the strategic guidance on Community Learning and Development.



## SECTION 1 - PLANNING AND DELIVERING OF EVENTS

### PLANNING

The planning of the engagement events was taken forward by the Third Sector and Communities CPP Strategic Group, and was led by the Council's Community Development team. In addition, each of the four area Community Planning Groups were encouraged to participate in the planning process and each elected a steering group to make arrangements to suit each area.

In total 14 events were planned including five in island locations. Area Community Planning Groups had the opportunity to decide on the most appropriate locations, venues, dates, and times. They also recommended appropriate people to take on the roles of chair, facilitator, scribe, etc at each event.

Engagement methods took the form of:

- Workshops, with 6 discussion tables focussing on each of the SOA long-term outcomes;
- Four Question Time debate-style events;
- Online survey;
- PowerPoint voting asking the same questions as the online survey, held at 8 of the workshop events.

All the events were promoted on websites of the Council and other CPP Partners.

The online survey opened on 24 December 2013, and closed on 21 February 2014.

Posters were distributed to partners for circulation and display.

**Argyll & Bute –  
A Good Place to Live, Work and Play?**

Our local population is declining  
How would you reverse this trend?  
Future prosperity can be built on a growing population

Helensburgh & Lomond - ●●●●  
A good place to live, work and play?  
Please come along to either or both of the sessions below:

**Place:** Pillar Hall, Victoria Halls, Sinclair Street, Helensburgh ●●●●  
**Date:** Thursday 6 February 2014  
**Time:** 2pm - 4.30pm

Your chance to share views and ideas! An afternoon of interactive workshops and discussions on the population issues affecting Helensburgh & Lomond.

**Public Question Time ●●●●**  
A lively evening of questions on the population issues affecting Helensburgh & Lomond with a specially selected panel.

**Place:** Pillar Hall, Victoria Halls, Sinclair Street, Helensburgh  
**Date:** Thursday 6 February 2014  
**Time:** 7.30pm-9.45pm

To book a place, submit a question to the panel, or for further information, contact 01436 658740 or email [communitydevelopment@argyll-bute.gov.uk](mailto:communitydevelopment@argyll-bute.gov.uk)

Supported with funding from Education Scotland

Events were planned and held as follows:

Table 1: Event dates, times and locations

Event	Dates 2014	Time	Venue
Rothesay Workshop	Fri 17 January	2.00pm - 4.30pm	Rothesay Pavilion
Dunoon Workshop	Mon 20 January	2.00pm - 4.30pm	Queen's Hall
Bute and Cowal Debate	Mon 3 February	7.00pm - 9.00pm	Dunoon Grammar School (VC to Rothesay Academy)
Helensburgh Workshop	Thur 6 February	2.00pm – 4.30pm	Pillar Hall, Victoria Halls
Helensburgh and Lomond Debate	Thur 6 February	7.30pm – 9.45pm	Pillar Hall, Victoria Halls
Islay and Jura Workshop in partnership with IJCVS	Wed 29 January	7.00pm - 9.00pm	Gaelic Centre, Bowmore
Kintyre Workshop in partnership with KIWG	Fri 14 February	3.00pm - 5.30pm	Campbeltown Town Hall
Mid-Argyll Workshop	Tues 18 February	3.00pm - 5.30pm	Tarbert Academy
Mid-Argyll, Kintyre & Isles Debate	Tues 18 February	7.00pm - 9.00pm	Tarbert Academy (VC to Islay)
Mull Workshop in partnership with Mull and Iona Community Trust	Mon 10 February	1.30pm - 4.30pm	Craignure Village Hall
Tiree Workshop in partnership with Tiree Development Trust	Sat 1 February	2.00pm – 5.00pm	An Talla
Oban Workshop	Tues 4 February	2.00pm – 5.00pm	Corran Halls
Oban, Lorn & Isles Debate	Tues 4 February	6.30pm – 8.30pm	Corran Halls
Colonsay Focus Group in partnership with Colonsay Community Development Company	Tues 25 February	6.00pm – 8.00pm	Service Point, Colonsay

In addition, a youth residential organised by Argyll and Bute Youth Forum, was held at Loch Lomond Outdoor Centre on 24 and 25 November 2013. This event was used to gather the views of young people on similar questions.

## DELIVERY

### Online Survey

The online survey was approved in draft by the Third Sector and Communities CPP Strategic Group, and further endorsed by the Outcome Leads and by the CPP Management Committee. This method provided an opportunity for those unable to attend events to participate in the process.

The online survey focussed on the over-arching outcome of the SOA: “**Argyll and Bute’s economy is based on a growing population**”. The questions are detailed in Appendix 1. In total 515 responses were submitted, broken down into areas as below:

Table 2: Number of responses by area

Area	No of responses
<b>Bute and Cowal</b>	<b>148</b>
• <i>Cowal</i>	<i>81</i>
• <i>Isle of Bute</i>	<i>54</i>
• <i>Other/not completed</i>	<i>13</i>
<b>Helensburgh and Lomond</b>	<b>79</b>
<b>Mid Argyll, Kintyre and the Islands</b>	<b>186</b>
• <i>Mainland</i>	<i>168</i>
• <i>Islands</i>	<i>18</i>
<b>Oban, Lorn and the Isles</b>	<b>95</b>
• <i>Mainland</i>	<i>75</i>
• <i>Islands</i>	<i>20</i>

NOTE: 7 online participants did not indicate which area they are from.

### Workshop events

The workshops were held using ‘World Café’ format, which allowed participants to move from one discussion table to another. At most events, participants had the opportunity to choose 4 out of the 6 outcome topics.

Each workshop table had a Facilitator, and a Scribe to record the discussion. In addition, paper tablecloths and post-it notes enabled participants to write down their views and ideas, thus avoiding mis-interpretation. Facilitators received briefing notes, and in most cases had a briefing meeting. In addition, census figures for the area, and a list of ‘Frequently Asked Questions’ to ensure they were clear on terminology and procedures relating to the SOA and community planning processes, were provided for facilitators.

Following the outcome-focussed discussions, PowerPoint voting (PPV) was used to pose the questions from the online survey, which focussed on addressing the issue of depopulation facing Argyll and Bute. This method is valuable in terms of enabling a sharing of views, without losing the confidentiality, and in addition, it enabled participants to compare their views with the total views of the audience. It did not,

however, allow for additional comments to be made, as was possible with the online survey.

Table 3: Attendance at workshops

Area	Dates	Attendance			
		CPP	Third Sector/ Community	Other	Total
Rothesay	17 January 2014	13	21	4	38
Dunoon	20 January 2014	21	25		46
Islay and Jura	29 January 2014	9	21		30
Tiree	01 February 2014	6	35		41
Oban	04 February 2014	24	32		56
Helensburgh	06 February 2014	26	30	19	75
Mull	10 February 2014	16	27		43
Campbeltown	14 February 2014	17	11		28
Tarbert	18 February 2014	16	26		42
Colonsay	25 February 2014	1	7		8
<b>TOTAL</b>		<b>149</b>	<b>235</b>	<b>23</b>	<b>407</b>

### Question Time Events

The Question Time events attracted onto the panels a number of policy makers, strategic partners, and, in Helensburgh, an expert on demographics from the University of Strathclyde. Questions were submitted prior to the event by email, from workshop discussions, and also at the debate itself.

In Dunoon and Tarbert video-conferencing enabled questions to be submitted from Bute and Islay.

In Helensburgh, the event was televised by the local television new channel, URTV. This can be viewed by using this link: <http://helensburgh.tv/stories/4323-part-1-population-debate>

The debates were designed to enable the public to meet with and question key partners, and this worked well. Panel members and chairs for each of the events are detailed in Appendix 2.

Numbers attending events are detailed below.

Table 4: Attendance at Question Time events

Area	Dates 2014	Attendance			
		CPP	Third Sector/Community	Other	Total
Bute and Cowal	03 February	12	22	6	34
Oban, Lorn & Isles	04 February	19	9	7	35
Helensburgh and Lomond	06 February	19	20	35	74
Mid-Argyll, Kintyre & Islands	18 February	17	20		37
<b>TOTAL</b>		<b>67</b>	<b>71</b>	<b>48</b>	<b>180</b>

### Youth Forum Residential

The views of young people were gathered at an event organised by Argyll and Bute Youth Forum. A total of 50 young people participated, with representation as follows:

Islay and Jura's Youth Connections	12
North Argyll Youth Forum	5
Mull	3
Mid Argyll	7
Bute	9
Cowal	10
Helensburgh and Lomond Youth Forum	4
<b>TOTAL</b>	<b>50</b>

84% were aged under 16 years, with the rest aged over 16 and under 24 years. 62% were female and 38% male.

Questions, some of which were similar to those asked in the online survey, were posed by PowerPoint, and the results of these are included within the analysis section.

In addition, some questions were posed under the heading of:

- Transport
- Employment
- Health
- Services
- Community Safety

Argyll and Bute Youth Forum has produced a full report which can be accessed by this link <http://www.youngscot.org/local/argyll-bute/2955-argyll-and-bute-youth-forum-newbies-residential>.

## EVALUATION OF EVENTS

In order to assess how participants felt about the events, and how the consultation processes might be improved in future, evaluation of events were carried out. At 8 of 9 workshop events, PowerPoint voting was used, and results are as follows:

Table 5: Results of PowerPoint voting evaluation at workshops

	Important	Quite important	Not really important	Not important at all
How important do you think it is that we hold events to discuss issues like this with the community?	74%	18%	6%	2%
	Comprehensive	Adequate	I would have liked more information	I didn't receive any information
How would you rate the information you received prior to the event?	6%	39%	32%	23%
	Very good	Good	Poor	Very poor
How would you rate the opportunities to discuss issues in the workshops?	36%	52%	10%	2%
	Better than I expected		As I expected	Less than I expected
Did the event meet your expectations?	39%		52%	9%
	Excellent	Good	Not very good	Poor
How would you rate the event overall?	18%	72%	9%	2%
	Important	Quite important	Not really important	Not important at all
How important is it that we provide you with a summary of the points raised at the event?	80%	14%	5%	1%

Evaluation forms were available at the Question Time events and some of the comments received are as follows:

- Time too short to discuss BIG issues
- Dwelt more on the negative rather than solutions
- Communications of event – if you want more people to attend need to advertise more and provide more information on your website
- Need to hear from local business
- Consultations – do these more often
- Panel took defensive rather than investigative approach
- Need for questionnaires to be sent out to households and businesses to consider their views – not everyone has time to come to meetings

Further evaluation was carried out by the area Community Planning Steering Groups, and by the Council's Community Development team. They considered what went well and areas for improvement:

Table 6: Evaluation comments

What went well	Areas for improvement
<p>Fourteen events held across Argyll and Bute, including islands, in a relatively short space of time.</p> <p>Community Planning Partners at a strategic and local level supported and participated in the events through workshops, members of Question Time Panel and information stands.</p> <p>Workshops, worked well with a steady flow of questions and information sharing.</p> <p>Ppvoting – effective audience participation tool that provided immediate results for the audience and for analysis.</p> <p>Raised awareness of Single Outcome Agreement and stimulated debate on the issue of population decline</p>	<p>Adhere to dates set – change of dates is disempowering and may have impacted on attendance.</p> <p>The need to improve communication mechanisms and use social media more effectively</p> <p>Avoid winter ferry timetables</p> <p>Panel size needs to be looked if holding future debates</p> <p>Questions submitted prior to the event may have stemmed the flow of the debate.</p>

### Evaluation of Youth Residential

An evaluation of the Youth Residential, of which only a part was attributed to the consultation on the SOA, was carried out. This forms part of the full Youth Forum report available through this link <http://www.youngscot.org/local/argyll-bute/2955-argyll-and-bute-youth-forum-newbies-residential>

## SECTION 2 – CONSULTATION FINDINGS

### SURVEY RESULTS

#### Survey approach

Surveys are designed to collect a breadth of information, rather than information in depth. The questions in the online survey, and the Ppvoting, relate to broad categories, such as ‘transport’ or ‘improved / affordable housing’. Unless respondents made specific comments to expand on their choices of factors they considered important, there was no way to know what aspects of transport or housing they considered important. However, information gathered in the workshop events complements the results of the survey, and allows us to tease out the detail of issues that were raised.

It should be noted that four of the five main questions in the survey asked respondents about reasons for the behaviour of other people, rather than about their own choices. Therefore, the survey results deal more with perceptions than about experience (see Table 7).

Table 7: Types of responses sought by survey questions

Question	Response sought
Why do you live here?	Response based on personal experience / choice
Why do you think people leave here?	Response based on opinion / perception of other people’s behaviour
What do you think are the key factors that would encourage other people to stay or move here?	Response based on opinion / perception of other people’s behaviour
What (apart from employment opportunities) needs to change to attract and keep working age people here?	Response based on opinion / perception of other people’s behaviour
What needs to change to attract and keep families here?	Response based on opinion / perception of other people’s behaviour

#### Who responded to the survey?

515 responses to the online survey were received. Of these:

- 65% of respondents who answered the question were female and 35% were male
- No respondents were aged below 16. (Note, however, that there was some information gathered as part of a separate exercise from a Youth Forum event, held in November 2013. (See Section 2, page 49)
- 87.8% of respondents were aged between 25 and 64, with 53.3% of respondents being aged between 45 and 64.
- 10.7% of respondents were aged 65 and over.
- 2.6% of respondents self-identified as having a disability.



- 72.2% of respondents had lived in Argyll and Bute for over ten years. Conversely, 13% of respondents indicated that they had lived in the area for less than five years.
- Respondents came from all parts of Argyll and Bute (see Tables 8 and 9, below), with responses being received from both island and mainland residents.

Table 8: Percentage of Argyll and Bute's population and survey responses by area

Area	Population (2012 Mid Year Estimate)	% total population	Number of responses	% of responses where location was identified
Bute and Cowal	21,218	24.4%	148	29.1%
Helensburgh and Lomond	24,941	28.7%	79	15.6%
Mid Argyll, Kintyre and the Islands	20,648	23.8%	186	36.6%
Oban, Lorn and the Isles	20,093	23.1%	95	18.7%
Argyll and Bute	86,900	100.0%	508	100.0%

*NOTE: number of responses is less than 515 as some respondents did not provide information about the area they lived in.*

A larger number of responses than expected came from Mid Argyll, Kintyre and the Islands, specifically from Mid Argyll. A lower proportion than expected came from Helensburgh and Lomond.

Table 9: Argyll and Bute's population and survey responses by mainland or island residence

Area	Population (2011 Census)	% total population	Number of responses	% of responses where location was identified
Islands	15,105	17.1%	92	19.5%
Mainland	73,061	82.9%	380	80.5%
Argyll and Bute	88,166	100.0%	472	100.0%

*NOTE: number of responses is less than 515 as some respondents provided incomplete information about the area they lived in.*

The number of responses from island residents is broadly in line with the proportion of Argyll and Bute's total population who live on islands.

## Results of the online survey

### Overall results

Half (49.5%) of respondents identified 'family connections' as being an important factor in their decision to live in Argyll and Bute. 207 respondents (40.1% identified this as being the most important factor in their choice of location.)

Also important was 'lifestyle', with 58.6% of respondents identifying this as a factor in their choice of location. However, although more respondents ranked this as either '1' or '2', fewer respondents ranked this as most important than 'family connections'.

Many of the 'other' comments for the 'why do you live in Argyll and Bute' question duplicated or expanded on the response options that were given in the question. Twenty-two comments related to respondents' ties to the area, making it apparent that ties can be about more than family. Ties included emotional attachment to the area, or having come for work and stayed, for example.

Despite the importance of respondents identifying family connections and lifestyle as important factors in their own choices to live in the area, when asked about what might prompt people to leave, stay or come to the area, employment came out as the most important consideration.

The importance 'job opportunities / employment' goes beyond absolute numbers of jobs, also including the quality of those jobs, salary levels, job security, seasonality, and career prospects. (These concerns also were raised in workshop discussions.)

Even where a question did not relate directly to employment, respondents found ways to raise it as an issue. For example, the question, 'What do you think are the key factors that would encourage other people to stay or move here?' did not include 'jobs / employment opportunities' as a response option. However, this question resulted in respondents leaving 163 comments, of which 80 were related to employment. Comments included:

"I think employment /job opportunities is the number one reason for living in a particular area. Following on from this if you do have to commute then it is essential that appropriate affordable transport links are in place. You can have the best schools and best environment around however if your job is 100 miles away then you are going to move..."

"Job opportunities that pay more than minimum wage ...We need high quality jobs paying decent wages - working for minimum wage provides no more social/community benefit than welfare does."

"Opportunities for employment in career-building jobs (i.e. not tourism or low-paid retail or public services)"

"Secure full-time employment with reasonable pay. To take on mortgages, move family, etc people are looking for more than seasonal work opportunities and more than minimum wage."

"Quality employment that will attract young graduates to the area."

## Results by different segments of respondents

As well as looking at the results of the survey across Argyll and Bute, responses were cross-tabulated according to:

- Age of respondents
- Length of residence in Argyll and Bute
- Gender
- Disability
- Where the respondents lived within the area.

## Age and length of residence of respondents

Age of respondent and length of residence influenced some of the answers to the survey questions. Thus:

- The likelihood that respondents would identify 'family connections' as a being important in their decisions to live in Argyll and Bute increased with length of residence in the area. Conversely, people who have been in the area for shorter periods of time are likely to attach greater importance to 'lifestyle'.
- Younger working-age groups were more likely to be in the area for 'family connections' than are older-working age groups or people aged 65 and over.
- 'Improved / more affordable housing' increased in importance as a factor in encouraging people to move to / stay in the area as respondents' length of residence increases.
- There is some indication that the identification of 'social and / or physical isolation' and a 'lack of activities' as factors in deciding to leave the area decreases with age. Older age groups were also less likely to suggest that 'access to learning and training opportunities' would attract people to the area.
- Although, comparatively speaking, access to health services is not ranked as being important in attracting / retaining population, this increased as length of residence and age of respondents increased.

It is worth noting that age of respondent and length of residence are correlated, so the similarity in certain of the responses is not surprising.

## Disabilities

Because of the small numbers of respondents self-identifying as having disabilities, no conclusions could be drawn regarding how disability affected respondents' responses.

## Gender

It was important to check whether or not the responses of males and females varied, in part because of the gender split of respondents. As approximately two-thirds of respondents were female, any differences between genders could be hidden where results were combined. While some differences in responses can be identified between males and females, overall responses were not markedly different.

- Females were more likely to attach importance to a 'safe place to live' and to 'access to learning and training' than males.
- Males attached more importance to 'improved / more affordable housing'.
- Additionally, there were weak indications that females attached more importance to 'infrastructure', 'transport', 'childcare' and 'more facilities / activities for children' than males.

## Areas

Some variations in answers were identifiable between the four administrative areas and between island and mainland, and it is these variations that are discussed in more detail in this report. These variations manifested themselves more in terms of nuances than in terms of contradictory sets of priorities.

Diagrams highlighting factors that were identified as being important by respondents have been produced for each of the council's four Administrative Areas. In these diagrams, Argyll and Bute is divided into five categories:

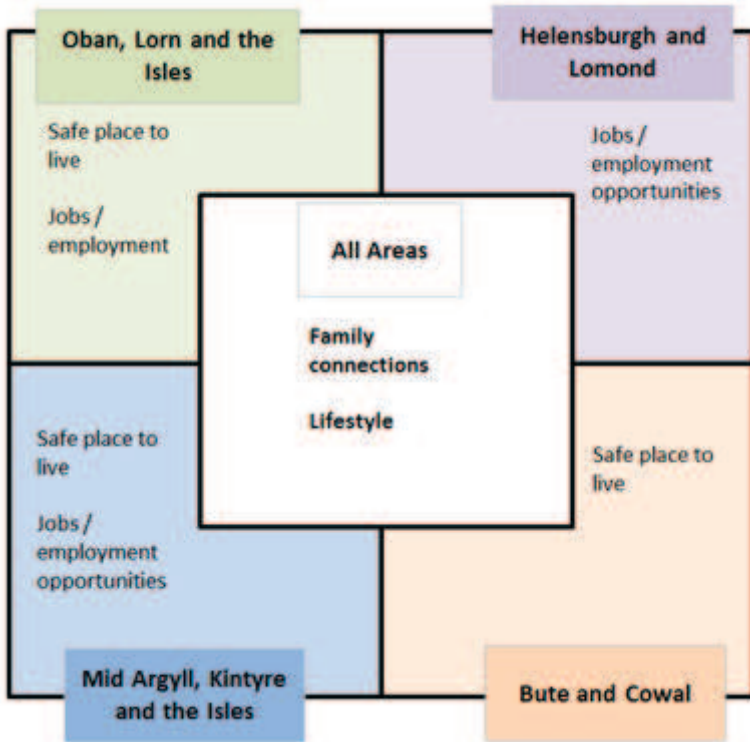
- All areas
- Bute and Cowal
- Helensburgh and Lomond
- Mid Argyll, Kintyre and the Islands
- Oban, Lorn and the Isles.

For a factor to have been included in the diagram, 33% or more respondents had to have identified it as being important. Where this threshold was met in all areas, the factor was included in the 'All Areas' section of the diagram. Where the factor reached the 33% threshold in some, but not all, of the Administrative Areas, it was included in the sections relating to the specific areas where the threshold was met.

In addition, factors that came out of the analysis as being the most important are shown in bold.

## Why do you live here?

Figure 1



### What you said (example quotes)

*“I came to the Isle of Mull because of family connections and have lived on the Ross of Mull for over 35 years, but I live here because I see never-ending opportunities. I am self-employed and involved in crofting, construction and tourism.”*

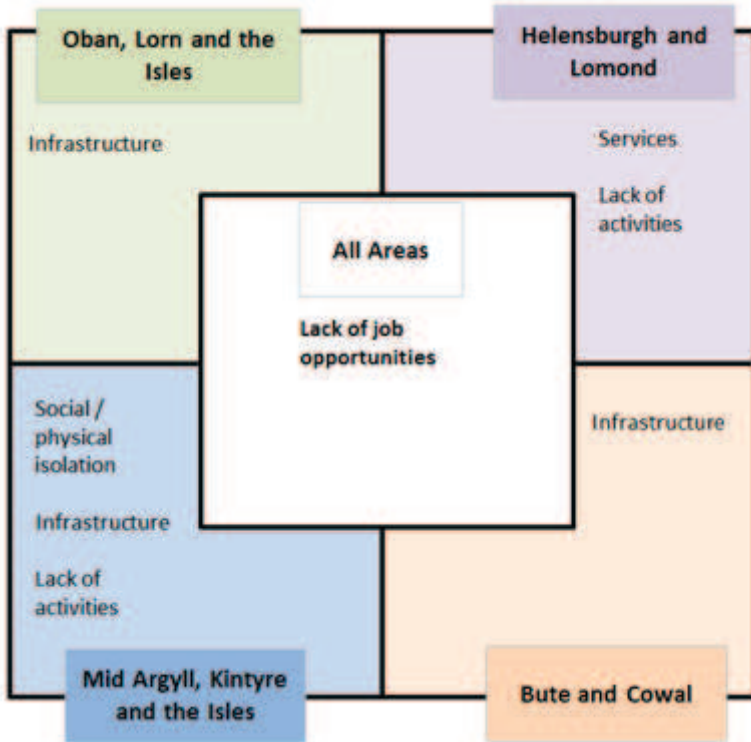
*“I choose to live in Dunoon because of my health, the people being so welcoming and friendly and the opportunity to get involved in the community.”*

*“Was born and brought up here. Couldn't think of a nicer place in the world to live. Beautiful walks along the seafront and Loch Lomond on our doorstep.”*

‘Family connections’ and ‘lifestyle’ were identified as being the most important factors in influencing respondents’ decision to live in the area. However, ‘jobs / employment opportunities’ was also highlighted as being important in three of the Administrative Areas, as was ‘a safe place to live’.

## Why do think people leave here?

Figure 2



### What you said (example quotes)

*“Cost of living is higher on the islands - ferries, fuel, food, broadband are all more expensive than the mainland.”*

*“Helensburgh has had a dire lack of facilities to keep young people here once they leave school and venture either to further education or work, there is no local cinema, fares are expensive to Glasgow to access leisure activities.”*

*“Many people leave when they are young, like I did, because it is difficult to start a career and go all the way through a career in Argyll and Bute.”*

*“There is a real lack of quality employment across the work spectrum.”*

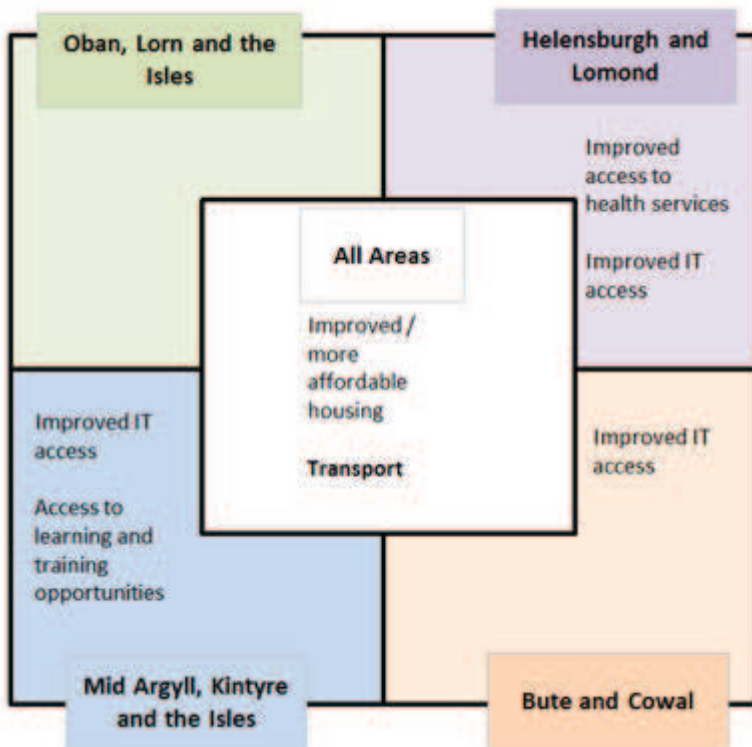
*“Well paid, secure, long term employment opportunities.”*

‘Lack of job opportunities’ was identified by 87.7% of all respondents as being an important factor in people’s decision to leave the area. 73.9% of respondents ranked it as being the most important reason for leaving. Percentages were high across all four Administrative Areas.

As the diagram indicates, there was some variation between areas in the importance attached to other factors.

## What do you think are the key factors that would encourage other people to stay or move here?

Figure 3



### What you said (example quotes)

*“More employment opportunities and a wider selection of courses offered at the local College to suit the industries.”*

*“More employment opportunities and a wider selection of courses offered at the local College to suit the industries.”*

*“IT links are even more important in a rural location than an urban area. Lack of high speed broadband can have a considerable effect on business.”*

*“House prices in A & B are outwith the price range of many people, especially those that are not on the property ladder and don’t have big deposits and high paying jobs.”*

On the basis of the question responses, the most important factor in attracting people to the area, or encouraging them to stay, appears to be transport. Housing was also identified as being an important factor in all four areas.

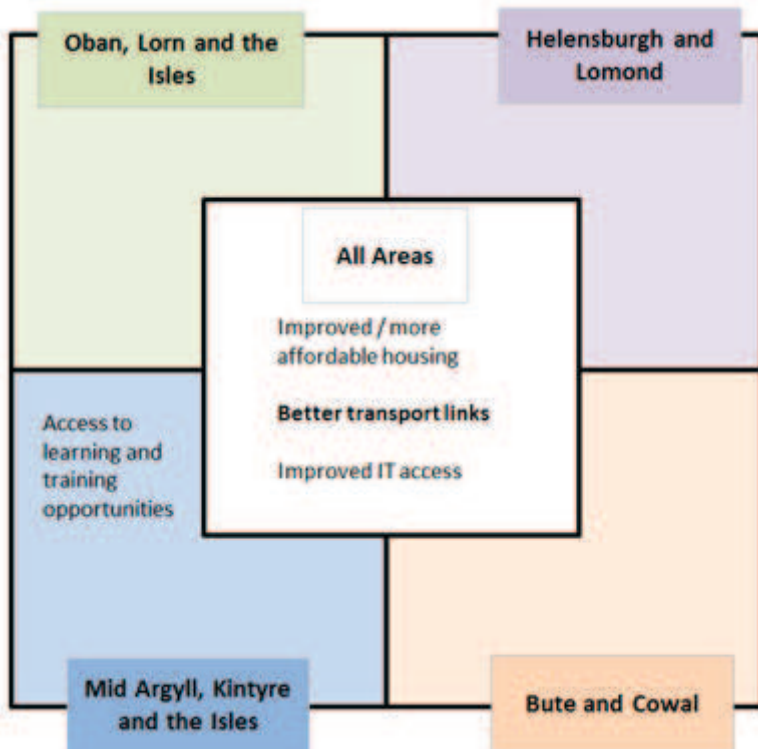
However, as discussed above, this question did not include ‘jobs / employment opportunities’ as a pre-set response option. As a result, the importance of jobs is not reflected in this diagram. Nonetheless, the number of comments left indicate that it was of importance, and its omission from this diagram is more a reflection of the question design and the analysis methods used than of the relative importance of ‘jobs’ as a factor.

Although ‘improved access to health services’ did not come out as being as important as other factors overall, it is worth noting the importance that was attached to this factor in Helensburgh and Lomond.



**What (apart from employment opportunities) needs to change to attract and keep working-age people here?**

Figure 4



What you said  
(example quotes)

*“The town needs to offer a reason to stay, low cost activities/facilities for all ages, also improved transport links, or cheaper more reliable ferry service would enable more people to commute to work.”*

*“Education at college or university level means a lot of younger people leave, they then make lives on mainland and don't come back or can't because of lack of housing or jobs.”*

*“Without decent broadband no one could start up a business or employ professionals, no use having housing without decent infrastructure and jobs.”*

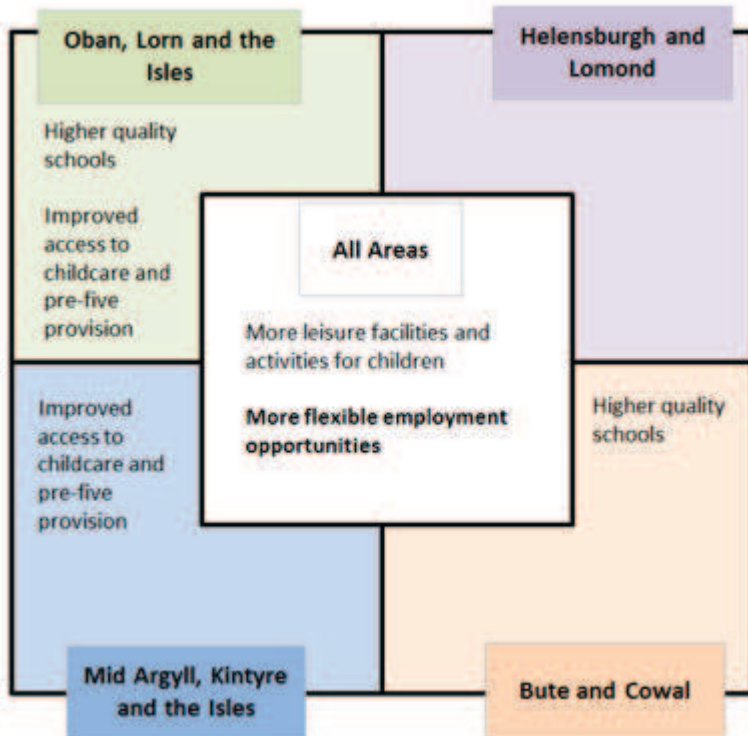
*“To keep people in the area, there has to be affordable housing built that people can BUY!”*

This question assumed that jobs would of major im[...]  
people of working age. Therefore it was not included in the pre-set response options  
for the question. As a result, other factors are highlighted as being of importance,  
most notably 'better transport links'.



## What needs to change to attract and keep families here?

Figure 5



### What you said (example quotes)

*“A greater diversity of jobs and better salaries.”*

*“Better transport links to central belt - this will help clubs and groups compete and access better resources.”*

*“More flexible employment opportunities would be good Difficult to find work between the hours of 10am and 3pm which most mothers would need.....I do not think there are many places as safe as Argyll to bring children up.”*

*“There has to be improved services for children and adolescents to provide them with things to do.”*

*“Better access and affordability to childcare in rural areas.”*

The two factors that emerged as being most important in attracting and keeping families were ‘more flexible employment opportunities’ and ‘more leisure facilities for children’.

As was apparent from the Outcome workshops, as well as from the comments survey respondents left, activities and facilities covers a very wide range of things. Comments mentioned the need for activities to be ‘affordable’, and included suggestions that better shops and more restaurants were needed, as well as more sports facilities. Several comments made the very general comment that there was a need for ‘things to do’.

It may be worth noting that four respondents commented on the need for facilities that catered for adults in addition to facilities and activities targeted towards children and adolescents.

## Islands and Mainland Compared

A comparison of the survey responses from respondents from the islands compared to the mainland suggests that, broadly speaking, the concerns of the two groups are not dissimilar. Differences are a matter of emphasis rather than of disagreement.

- Island respondents were more likely to identify 'lifestyle' and 'safe place to live' as factors in their decision to live in their area.
- Island residents were slightly more likely to cite 'services' as a reason for people to leave the area, while mainland residents were more likely to identify 'infrastructure' as a factor.
- Islands identified 'transport' as being a more important factor in persuading people to stay than did mainland residents. Mainland residents were more likely to suggest that 'improve access to health services' as being important. Overall, however, health services were of lesser importance relative to other factors. This greater importance attached to health services by mainland residents reflects the particular importance that respondents from Helensburgh and Lomond attached to this factor.
- Mainland respondents were more likely to indicate that housing was of importance in attracting / retaining working aged people. However, it is worth noting that housing related issues specific to island communities emerged from the Outcome workshops. (See below.)
- Island respondents attached greater importance to 'higher quality schools' as a factor for attracting families.



## WORKSHOP FINDINGS

The same questions were asked in both the online survey and during the Ppvoting exercise at the workshop events. However, because the data was collated slightly differently, the results are not directly comparable. Nonetheless, the two sets of results show that the priorities identified by online survey respondents and attendees at the workshops were similar.

The workshop events and the Question Time events focussed on each of the 6 long-term outcomes of the SOA. The following is the analysis of data gathered at the workshop events.



### Relation of issues to outcomes

Where more than one cell is shaded in green in a single row, this indicates that the issue cuts across a number of outcomes, in some as many as 5 out of the 6 outcomes. The main point to note is therefore how all six outcomes are interconnected.

It should also be noted that, under the list of the main areas of comment (left-hand column), this list is not detailed, or exhaustive. For example, 'housing' includes comments relating to affordability, availability, suitability, etc.

Table 10: Issues raised in Outcome workshops

	Outcome 1 The Economy is Diverse and Thriving	Outcome 2 We have an Infrastructure that Supports Sustainable Growth	Outcome 3 Education, Skills and Training Maximises Opportunities for All	Outcome 4 Children and Young People Get the Best Possible Start	Outcome 5 People Live Active, Healthy and Independent Lives	Outcome 6 People Live in Stronger and Safer Communities
Enabling (small) businesses / start-ups						
Promoting Argyll and Bute						
Housing						
Land ownership						
Transport						
Broadband and internet						
Mobile coverage						
Electricity / grid						
Access to education, skills and training						
Secondary education; where this leads; careers						
Skills gaps between workforce and jobs						
Apprenticeships; work experience; career progression						
Childcare						
Activities						
Facilities						
Health						
Volunteering						
Communications / engagement						
Roles of Community Planning partners						
Health prevention						
Access to health services						
Safety: prevention activities						
Strengthening communities						

## Outcome 1: The economy is diverse and thriving

### 1.1 Introduction

Four main issues were raised in the Outcome 1 workshops:

- **Enabling (small) businesses / start-ups**
- **Promoting Argyll and Bute**
- **Housing**
- **Land ownership**

Additional comments were made relating to:

- Transport, broadband and mobile phone coverage. (Included under Outcome 2 workshops.)
- The lack of childcare as a barrier to employment. (Included under the results of Outcome 4.)
- Comments about the physical fabric of some of our towns and the need for more facilities to attract people into the area. (This was also raised under Outcome 2 and was a major theme in discussions relating to Outcome 4.)

### 1.2 Enabling (small) businesses / start-ups

This was mentioned in most workshops, but notably not in Oban.

#### Key issues:

- High rates and rents
- Lack of suitable business premises
- Regulations as barriers to business development (particularly in regard to Tiree and Mull, where the perception is that planning does not take account of local circumstances)

#### Solutions / actions proposed:

Provision of suitable premises

- Some specific buildings / opportunities were mentioned.
- Argyll and Bute Council could provide premises with good facilities
- Provision of financial incentives
  - Cap rents
  - Rates relief
  - Grants



### 1.3 Promoting Argyll and Bute

This was mentioned in most workshops, but less so in Bute and Cowal than in other areas.

- However, the dereliction of buildings on Bute and in Campbeltown was mentioned. This is a related theme in that these buildings give a bad impression of the area.

#### Key issues:

- Need to attract people to the area.
- Marketing has two strands:
  - Getting the 'message' out to people to come to the area
  - Improving attractions and the physical fabric of area to make Argyll and Bute more appealing
- Who are we seeking to attract?
  - Our target groups should not just include potential residents, but should also include businesses.

#### Solutions / actions proposed:

- Communications to get out positive messages
- Need to develop attractions / facilities
- Need to promote the area to:
  - Visitors to encourage tourism all year round
  - Businesses / private sector. (Manufacturing enterprises were specifically mentioned in Helensburgh.)
  - Families
  - Commuters (Helensburgh)
- Need to promote the area according to its strengths:
  - As a place to stay
  - For its lifestyle
  - For its scenery
  - Good education
  - Good place to bring up children
  - Safe place
- Some specific, local suggestions for key messages were provided.

### 1.4 Housing

Housing did not arise as an issue in all areas. It was mentioned in:

- Oban
- Helensburgh
- On the islands of Mull, Tiree and Islay.

#### Key issues

- Affordability
- Conflict between permanent residences and holiday homes
- Shortage of housing

- Range of house types available (numbers of bedrooms)
- Lack of tenure choice, particularly with reference to Tiree (because of the number of holiday homes)

### **Solutions / actions proposed:**

- Change the Council Tax regime
- Initiatives to encourage new housing
- Grants
- Different ranges of size options
- Tied housing (e.g. for teachers on Tiree); key worker housing.

Housing also came up under other outcomes. For example, special needs housing and adaptations were raised as an issue in Helensburgh under Outcome 5.

## **1.5 Land ownership / estate ownership**

This was raised as an issue at workshops on:

- Bute
- Islay
- Mull
- Tiree

### **Key issues:**

- Estates control what can be done. The local authority can plan, but the owners of the estates can prevent implementation of the plans.

### **Solutions:**

- Island / community buy-outs
- Argyll and Bute Council should lobby Scottish Government about land reform review.

## Outcome 2: We have an infrastructure that supports sustainable growth

### 2.1 Introduction

Four main issues were raised in the Outcome 2 workshops:

- **Transport**, which can be further divided into:
  - Ferries,
  - Roads
  - Public transport, principally buses
  - Integrated transport
  - Air
- **Broadband and internet**
- **Mobile coverage**
- **Electricity / grid**

Transport issues were seen as having knock-on effects with regard to:

- Tourism
- Accessing health care (see integrated transport, below)
- Costs to businesses, both in terms of direct costs and in terms of their failure to recruit people.

Additional comments were made relating to:

- Housing. Comments have been included under Outcome 1.
- Good health care provision and access to health services. Comments have been included under Outcome 5.
- The need to improve the range of attractions in the area in order to attract people. As with Outcome 1, these comments related to the physical fabric of some of our towns and the need for more facilities / activities to attract people into the area. (This was also a major theme under Outcome 4.)
- The need for more workshop accommodation, and issues relating to enabling businesses (see under Outcome 1)
- Difficult for industry and services to move away from the central belt because of the poor communications networks in the area.
- There was a comment made that there is a need to look further ahead and ensure that we are prepared for technological change.
- Implicit in many of the comments relating to broadband and mobile coverage is a fear that Argyll and Bute is falling behind other areas in terms of connectivity.

### 2.2 Transport: ferries

Ferries were mentioned in most workshops, but less so in Oban and Tarbert than in other areas. More issues / comments were made with regard to ferries than to another other kind of transport.



**Key issues:**

- Cost of fares
- Reliability of the ferries
- Timetabling
  - The need for advance notice of the timetable to allow for business and events planning. (Tiree particularly wanted timetables to be published a year in advance)
  - Reliability of the timetable: sailings do not stick to schedule
  - Scheduling of ferries (the lack of late ferries in evenings and the lack of ferries at Christmas and New Year was a theme on Bute; the inability to commute from Craignure to Oban was mentioned on Mull)
- Road Equivalent Tariff
  - Which islands are covered by RET; not all islands are covered, which disadvantages those that are not
  - What is covered by RET? (Freight does not appear to be)

### 2.3 Transport: roads

This was mentioned in all areas, and was second only to ferries in terms of the number of comments made.

**Key issues:**

- State of roads
- Rest and be Thankful
- Vulnerability if roads are closed. (This did not only relate to the Rest, but also to the A82, heading from Helensburgh into Glasgow.)
- Lack of education about cycling and driving on single-track roads (on Tiree and Mull)

**Solutions**

- Improve the quality of repairs. (On Mull and Tiree there seemed to be agreement that patching was not adequate. Comments were made that roads did not need to be widened / upgraded, but that the quality of repairs could be improved.)
- Calmac could have some kind of awareness / education programme for drivers and cyclists visiting the islands.

### 2.4 Transport: rail

This was mentioned in Helensburgh and Oban.

**Key issues:**

- The train service from Oban to Glasgow is too slow, taking three and a half hours
- The trains to Helensburgh stop too early

## 2.5 Transport: buses

### Key issues:

- Timetabling
  - particularly with regard to services only running during school terms, and the lack of services during school holidays
  - Lack of evening services
- Capacity
  - Some buses will not stop to pick up passengers if the vehicles are full to capacity, which can leave travellers stranded.

## 2.6 Transport: air

The lack of comments relating to air transport probably reflects the fact that air services do not widely serve the area.

### Key issues:

- Air services from Oban do not link to Glasgow or Edinburgh
- Cost of air travel
- Oban airport and the services out of it do not carry freight
- There is a fear on Tiree that the needs of the island will be neglected in favour of those of Barra. (This relates to the type of aircraft.)

## 2.7 Transport: integrated transport

Integrated transport was mentioned in all areas, although it was a particular issue in areas served by ferries.

### Key issues

- Transport services do not link up.
- There is a lack of integration / awareness of how transport services affect access to other services, for example access to health services.
  - This affects both patients with regard to their appointment times and visitors.

## 2.8 Transport: policy and other transport-related comments

### Key issues:

- Community transport networks are sporadic and individually run, so services vary between areas in term of both availability and extent.
- Transport provision is poor for car-free households
- HiTrans have produced a document that includes a lot of detail about Barra but very little on Tiree. Respondents from Tiree therefore fear that their needs, which are not the same as those for Barra, will not be adequately accounted for.

- Cost of fuel
- Need for park and ride facility at Craigendoran

**Solutions:**

- Argyll and Bute Council should look at the whole transport infrastructure
- Bridge from Colintraive to Rhubodach

## 2.9 Electricity / grid

This did not come up as an issue in many areas, but was a particular concern on Mull and Tiree, where some very specific concerns were raised.

**Key issues:**

- A resistance to more turbines on Islay, where it was suggested that renewable energy devalues the beauty of the island. (There is no way to gauge how representative this view was.)
- Need for sustainable, renewable energy (Helensburgh)
- The potential of Mull to develop and export energy is inhibited by the grid connections.
  - Grid restrictions are restraining turbine development on Mull
  - Community organisations find it difficult to engage with the council
  - At present, each request to SSE is treated separately. The cost of increasing grid capacity is weighed against each individual request. The council could lead on coordinating demand.
- Limitations to the capacity and reliability of electricity cabling on Tiree:
  - Electricity connections are unreliable on Tiree
  - SSE needs to look into protecting the undersea cable. (Respondents suggested that initial high costs would be easily covered by fewer repairs over time)
  - The cable does not have enough capacity to enable exporting of power from Tiree. The power generated by the wind turbine cannot be stored on the island is therefore wasted. The lack of capacity on the cable is also preventing the development of additional turbines.
  - Power surges damage equipment (including washing machines; freezers etc)

**Solutions:**

- Better multi-level governance (Mull)
- Need for newer, bigger, underwater electricity cable to / from Tiree

## 2.10 Broadband coverage

Broadband was raised as an issue in all areas in terms of:

- Needed infrastructure
- Enabler for developing businesses / the economy
- Barrier to education and development of young people.

There was more discussion about the need for good broadband coverage than there was for good mobile coverage.

**Key issues:**

- Broadband coverage is patchy across the area.
  - Localised, very poor, internet connections are detrimental to the local economy
  - Coverage is not up-to-date; lack of high-speed broadband; uncertainty as to when high-speed broadband will reach the area.
  - Concern that improvements to broadband may not reach the whole area
  - Various 'black spots' were identified (Rosneath peninsular; Tiree; Mull; west side of Bute; outlying areas of Cowal)
- People rely on broadband to work from home (especially where ferries may be unreliable)
- Increasingly, services are accessed via the internet. Broadband needs to be available in order to access these services.

## 2.11 Mobile coverage

**Key issues:**

- Need for more mobile broadband coverage / 4G (Helensburgh; Oban)
- Mobile phone coverage is very poor (Tiree; Ross of Mull; some areas of Bute)
- Mobile coverage varies with provider.
- Need improved mobile phone signals. Increasingly, services are being accessed via the internet (e.g. Health).
  - This was an issue raised in Oban. Similarly, in Campbeltown, it was reported that the NHS has issues relating to service delivery in the Campbeltown / Kintyre area because of the poor mobile phone coverage in the area. (There is a 'telehouse' system 'available' in the area, but it is not usable because of the mobile phone network)
- Mobile connections are seen as being 'vital' for young people
- Mobile services are important to business, visitors, and tourism.

**Solutions:**

- Coll is getting a new mobile phone mast, which the Development Trust will maintain.

## Outcome 3: Education, skills and training maximises opportunities for all

### 3.1 Introduction

Main issues raised in the Outcome 3 workshops related to:

- Barriers to accessing education, skills and training opportunities
- Secondary education, particularly with regard to where this leads and how it relates to future careers
- Access to, and availability of, further and higher education
- Skills gaps between the workforce and job opportunities
- Need for apprenticeships, career progression and work experience opportunities

Additional comments were made relating to:

- Lack of adult education opportunities
- General enablers to improve access to education, skills and training.

Primary education was not a focus of discussion.

### 3.2 General barriers to education, skills and training

**Key issues:**

- Lack of funds to support people in education, skills and training
- Difficulties in accessing education, skills and training opportunities:
  - Transport constraints
    - Lack of disabled transport
    - Timetables: no evening transport, so cannot access evening classes
    - Courses run during the day, so working people cannot access them
    - Cost of courses
    - Limited broadband
- Lack of, and poor, advertising of courses / training opportunities

### 3.3 Education: secondary education

**Key issues:**

- Particular issues relating to islands (Bute, Tiree, Islay)
  - Difficult to recruit teachers
  - Limited range of subjects available to students
  - Lack of accommodation / housing for teachers. (This was raised in both Islay and Tiree. On Tiree, the conflict between holiday lets and private rental accommodation was raised as a barrier to attracting teachers to the island)
- Secondary education is geared to getting pupils into university, and not to preparing them for trade / employment.
- Lack of choice with regard to secondary school education might encourage families to leave the area.

There were a few comments made about the quality of secondary education, some positive and some negative.

**Solutions:**

- With regard to the islands:
  - Provision of tied accommodation
  - Children from Coll to go to Tiree for secondary education, rather than to Oban.

### **3.4 Education: further and higher education**

**Key issues:**

- Limited, or no, opportunities within Argyll and Bute. Therefore people move away to access education.
- Predominance of part time contracts within the sector.
- Unqualified staff teaching.
- Courses only run if there are enough people enrolled on them.
- Need for better access / provision of courses.

### **3.5 Adult Education**

**Key issues:**

- Provision of adult education has been reduced in the area.
- University of the Third Age not operating in all areas. (Donald, Not true, but was stated, therefore is perceived as such.)

### **3.6 Skills and training**

**Key issues:**

- There is a skills gap between the workforce and available jobs
  - Training must be tailored to need. (The number of people training as hairdressers was mentioned.)
  - Secondary schools do not teach skills required in the workplace.
  - Better links between schools and business are needed.
- There is a need for apprenticeships.
- There need to be opportunities for career progression.
- Schools are doing less work experience than they used to (although comments suggest that this varies across Argyll and Bute).

### **3.7 Solutions / enablers for education, skills and training**

These were general suggestions that could be applied to all aspects of education, skills and training provision.

- Wider user of video conferencing
- Increased use of distance learning, with mentor support being provided.

## Outcome 4: Children and Young People Get the Best Possible Start

### 4.1 Introduction

The discussions in the workshops appear to have concentrated on childcare issues and the lack of activities and facilities for children and young people. There was less discussion relating to the activities of CPP partners.

Concerns were raised in some of the workshops that the consultation had not engaged with the most appropriate groups, and that communications needed to be improved with young people.

There was some discussion (notably in Campbeltown) about health-related issues, which tie in to the wider prevention agenda. However, these discussions were not mirrored in other areas.

Issues surrounding volunteering, particularly with regard to the difficulties of recruiting volunteers and barriers to volunteering, were raised, most notably in the Rothesay workshops.

There were few comments made in relation to school education.

### 4.2 Childcare

#### Key issues:

- Lack of childcare
  - Generally
  - Lack of wraparound care
  - Lack of after school care.
  - The lack of childcare is a barrier to employment.
- Lack of age appropriate resources for after school care.
- Lack of facilities for after school care
- Cost of childcare
- Regulations discourage people from setting up childcare or child-minding services.
- Childcare is low paid and undervalued.
- Nursery places have replaced playgroups. The latter benefitted from parental involvement.
- Mothers should have the choice to stay at home with their children.

### 4.3 Facilities and activities

#### Key issues:

- There is a need for things for children / youth to do.
- Facilities wanted by participants:

- Things wanted in multiple areas:
  - Somewhere for youth to 'hang out'
  - Sports facilities
  - Play parks
- Location-specific 'wants':
  - Somewhere for 16-20 year olds to go (Islay)
  - Leisure centre (Helensburgh)
  - Beach (Helensburgh)
  - Cinema (Helensburgh)
  - Skate park (Helensburgh)
  - Better cinema (Rothesay)
  - Family centre (Helensburgh)
  - Premises for soft play (Tiree, where it appears that equipment has already been bought, but there is nowhere to use it.)
  - Family-friendly places to eat (not pubs) (Campbeltown)
- Activities wanted by participants:
  - Youth clubs / groups (this was a need identified across all areas)
    - The council should run youth clubs (Oban)
  - Uniformed organisations (scouts, guides) (Rothesay)
  - Activities for children who are not 'sporty'
- There is a gap in provision. Five to eight year olds cannot attend groups (Rothesay)
- Barriers to taking up activities:
  - Cost of renting premises
  - Lack of funding; short term funding for voluntary organisations
    - Organisers of activities spend more time searching for funding than offering the activities, themselves.
  - Lack of support to help obtain funding.
  - Insurance costs
  - Accessing facilities; transport issues.

## 4.4 Volunteering

### Key issues:

- Problems relating to recruiting volunteers / volunteering. (This was a particular point of discussion on Bute.)
  - Problems getting volunteers
  - Problems getting qualified / suitable volunteers
  - Potential volunteers fear getting involved, either because they will be 'put upon' or because they fear litigation.

### Solutions:

- It was noted that AVA can help with volunteer procedures and recruitment, and help overcome reluctance / fear with regard to child protection fears and disclosure.
- Make disclosure easier.
  - Pay for volunteers' disclosure to encourage them.



## 4.5 Communications / engagement with young people

### Key issues:

- Events did not engage with the most appropriate people.
  - There is a need to engage directly with, for example, mother and toddler groups.
  - There is a need to engage with young people.
- There needs to be a formal link between the Youth Forum and the council.
- Need to have young people involved in the Public Patient Partnership (Helensburgh)
- Need to engage with young people about the integration between the council and health.
- There needs to be better community engagement.
  - The police used to be involved with local groups.

## 4.6 The activities and roles of community planning partners

Comments about the work of community planning partners can be divided into two broad categories: (1) comments relating to specific services and activities, and (2) comments relating to how organisations work together.

### Key issues:

Comments relating to specific services and activities:

- Lack of family services (Bute)
- More health visitors are required, as the existing ones are under pressure supporting vulnerable families (Campbeltown)
- There is a lack of support for vulnerable young people. Services are not equitable across the area because of a lack of transport limiting access to more remote island locations (Islay)
- There should be outreach workers for harder to reach groups.
- The council should be providing group work and / or discretionary activities for young people who do not engage (Mull)
- The council should provide more youth clubs.
- New style youth services are not adequate (Bute)
- Poor provision at schools for Additional Support Needs (Dunoon)
- Planning of the schools estate needs to be tied in very closely with the Local Development Plan. (School provision should be planned at the same time as new housing developments, e.g. at Dunbeg)
- The council should learn from proposed school closures

Issues relating to how organisations work together:

- Need for more joined-up working
- There is a lack of joined up thinking between the local authority and partners
- Individual organisations are too precious about their own work to be able to work effectively in partnership

Some **positive comments** were made about services offered:

- Secondary school is very good at recognising vulnerability and putting supports in place (Campbeltown)
- Services are good at picking up on vulnerable people having children (Campbeltown)
- Referrals to Homestart (Campbeltown)

#### **4.7 Health**

Campbeltown was unusual in the range of health-related activities that were mentioned. For example:

- Aqualibrium should not sell sweets
- There should be no alcohol in social spaces
- Need for healthy vending
- More health visitors are required
- Support for vulnerable children is good
- Young carers and the ChildSmile team also got a mention, although the context of the comment was not clear.

#### **4.8 Suggestions not covered elsewhere**

- Employers should provide bonuses to staff working with community groups. (For example, volunteers in activities for young people should get paid time off to attend Guide Camp in summer.)
- Facilities in schools should be made available for after school activities.

#### **4.9 Other comments, not covered elsewhere**

- Lack of a PE teacher on Tiree; issues relating more generally to housing for teachers (covered under Outcome 1)
- Children on the Ross of Mull should have the choice to go to Tobermory for secondary education

## Outcome 5: People live active, healthy and independent lives

### 5.1 Introduction

The majority of comments from the area workshops fall into two broad categories:

- Comments relating to how to enable people to stay healthy
- Comments relating to how health services can be accessed.

Other comments related to:

- The needs of specific population groups
- The value of social interaction.
- Volunteering (see also Outcome 4)
- The importance of health services in attracting / retaining people in the area.

Although some particular population / client groups were specifically mentioned, the more general discussions appear to have focussed mainly on issues relating to older people and teenagers and young adults. Very few comments were made relating to younger children or to people of working age.

The focus of the discussion was on activity and health. Very few comments were made about independence. Implicit in the discussions, however, was that if you were healthy, you were also independent.

### 5.2 Prevention: behaviours

#### Key issues:

- Modern lifestyles were raised as being a barrier to keeping active in all areas.
  - Physical activity
    - The increased use of computers and other devices is widely seen as a negative influence on behaviours, particularly those of younger people.
    - There is a need for more exercise activities for older active adults (Rothesay)
    - Need to promote walking and cycling (Oban)
  - Diet
    - The diets of school children, particularly with regard to what they eat at lunchtime
      - The availability of fast food in or near schools was raised as an issue, along with peer pressure among pupils not to eat in canteens or to take packed lunches.
      - The capacity of cafeterias compared to school rolls was raised as an issue (Helensburgh)
      - The attractiveness of cafeterias as somewhere that children would want to eat lunches was questioned (Oban)
      - Fizzy / energy drinks should not be sold to under 16s, even if they do provide a revenue stream.

- Issues relating to the affordability of having a good diet
  - The cost of eating well is higher than the cost of eating poorly.
- Education about food
  - There appears to be a wide perception that young people are poorly educated about diet.
    - There is a role for older generations to educate younger ones
    - There is a roll for schools to education children
  - Need to know about good nutrition and the impact this has on people.
- Growing your own / allotments need to be encouraged
- Obesity was frequently commented on. (This was clearly and widely seen as being a consequence of behavioural choices.)
- How to divert people into healthier lifestyles
  - 19 to 20 year olds should be a target group for advice as they:
    - Are away from their parents
    - Have no guidance on how to live / cook etc
    - Have lousy diets
    - Take no exercise
    - Need educated to achieve health for live
    - Teenage to early 20s: how can they be motivated towards a healthy lifestyle (encouraging them to get fitter, stop smoking...)
  - Need to educate young people about:
    - Diet
    - Exercise
  - Schools should be responsible for ensuring that children are active in school
  - It is the parents responsibility to education children about nutrition and healthy living
  - If the pre-fives are reached, then interventions will influence the rest of their lives.
- Encourage younger people to interact with older people and to volunteer.

**Solutions:**

- Allotments / grow your own
  - Council could support allotments
  - More education about growing food in schools. (There is some education in primary schools, but this is not carried through into secondary education)
  - Advertising campaign to encourage growing your own
  - Lack of, and cost of, land for small scale farming; lack of crofts for rent (Mull)
  - Community Education has a role to play in educating people to grow their own food as well as cooking.
- Could lunch clubs deliver food freshly cooked to people? (This was a suggestion made following a discussion about the quality of Meals on Wheels.)
- Create footpaths around Oban to make it quicker to walk than to drive around town.

### 5.3 Prevention: activities and facilities

#### Key issues:

Lots of examples were given of opportunities to be active. These related both to activities themselves, as to the facilities that were available for people to be active in. (There is some overlap here with Outcome 4.)

- Comments about activities do not only relate to physical activity.
  - There is a need for activities other than sports.
  - A directory / directories of activities available would be helpful; while there are a lot of activities available for people, it can be hard to know what is 'out there'.
  - There is a need for more transport to enable people to access activities.
  - The cost of both the activities themselves and of transport to access them can deter people from being active
  - More activities for youngsters are needed. For example:
    - motorbike activity: repairs and somewhere to ride (Dunoon)
    - Have to be 14 in order to use leisure centres and under 16s have to be out by 6pm. Would it be possible to widen these times?
    - There are good facilities for younger groups, but all are Dunoon-based (Dunoon)
    - Only children from the hostel can use the school fitness suite (Dunoon)
    - Pubs are the only form of entertainment in Helensburgh area
- How do people find out about activities available to them?
- Health and safety is restrictive in activities for children (Dunoon)
- Swimming pool is not geared towards individuals who have needs. Changing table and hoist required (Helensburgh)

#### Solutions

- Use facilities with active schools coordinators in the evenings
- Integrate teenagers with older people, rather than segregating them (Dunoon; Oban)

### 5.4 Accessing services

Issues relating to the ability to access health services were raised in all areas. The lack of **local** health care was raised in several workshops as a barrier to attracting people to, and retaining them in, Argyll and Bute.

#### Key issues:

- Accessing health services
  - Transport was raised as a major issue. (More general issues relating to transport are dealt with under feedback from Outcome 2.) Issues specific to health were:
    - Transport to access hospital services:
      - There is a lack of awareness on the part of NHS staff with regard to the impact of transport constraints

- Reaching hospital services can be very difficult if you do not have access to a car
  - Patient transport
    - Public transport vehicles need to be accessible (Campbeltown)
    - There are not enough volunteer drivers to support people who need to travel to hospitals (Helensburgh; Rothesay); volunteer car scheme might help (Oban)
    - Travel to the mainland / central belt for hospital appointments is a major problem
      - Having to travel across the water to get to hospital services prompted a lot of comment in Helensburgh, Dunoon and on Bute.
      - This would not be such a problem if there were designated transport available.
  - Timetables, journey times and scheduling appointments
    - Timetables and public transport availability can make travelling to and from hospitals time consuming and difficult
    - The NHS does not appear to take account of the location of patients when scheduling appointments. This is a particular problem with early in-patient appointments.
  - Too much time is spent travelling by people providing care versus spending time with the people who are being cared for
  - Clinics and consultations
    - More consultants and clinics should come to the area, rather than having patients having to travel to the central belt
      - As well as being more convenient for patients, this might be more cost effective as less travel overall would be required.
        - One comment suggested that the numbers of consultants visiting the area had declined over time (Bute)
        - Need to retain services, consultants and outpatients at the Vale. (There seemed to be recognition that specialist services should be centralised, but not at the cost of all services) (Helensburgh)
  - Communications
    - Participants in Helensburgh asked, where were the health messages to the community?
- Gaps in provision. Note: these gaps may exist in areas other than those mentioned below. (The locations given indicate where the issue was raised in the workshops.)
  - Lack of dentistry services (Mull; Tiree)
  - Lack of podiatry (Tiree)
  - Day-care for vulnerable adults (Tiree)
  - Healthy living centre, a facility focussed on health and wellbeing (Rothesay)
  - No specialist central point of support for independent living skills for people who need them (Helensburgh)
  - More local care (e.g. kidney dialysis) (Rothesay)
  - Well health services to prevent people becoming ill (Dunoon)

- There is a need to have enhanced levels of community services to compensate for the centralisation of acute services (Helensburgh)
- Lack of local A&E; Paisley is too far away (Helensburgh)
- No homeless accommodation in Helensburgh
- No adapted accommodation for people with specific health needs. (Any adapted housing is for older people or sheltered accommodation.) (Helensburgh)
- GPs do not do anything about people who are not looking after themselves / not able to look after themselves. There can be no intervention unless GPs are told of a need.
- Health bus (Mull)
- Midwife scanning of babies in Campbeltown. (Why send mothers to Glasgow, when midwives can provide the service locally?)

### **Solutions**

- NHS could coordinate Helensburgh / Rhu appointments so that transport could be provided collectively, rather than individuals being responsible for having to make their own arrangements
- Could GPs do more things as hospital services are moved further away?
- Out of hours GPs would help make the area more attractive to working age people.

## **5.5 Agency / partnership working and models of care**

### **Key issues:**

- While there is much talk about coproduction of services, coproduction does not seem to be delivering (Helensburgh)
- At the moment, social care is only about personal support (e.g. eating; medication). It does not include enabling people to do hobbies (Oban)
- Models of care
  - Generally
    - There is conflict between progressive care versus the contracting out of services.
    - Care in the community must be part of the provision of health care, but it needs coordination.
    - It is easier to prevent hospitalisation in islands and villages due to the better community links in these areas (Oban)
  - RCOP
    - Conflicting information is circulating (Dunoon)
    - Lack of consultation about RCOP (Campbeltown)
  - SDS (Self-directed support)
    - This can be positive for isolated people who will be able to take control of their own care, providing that the system is not abused

## 5.6 Population groups

Groups identified in the workshops as having specific issues or needs to be addressed were:

- Youth (particularly with reference to dietary behaviours)
- Old
- 18-64 year old disabled people
- Dementia sufferers
  - The need to educate the wider population and to provide communities aware and supportive of dementia sufferers was raised.
  - Need to have a better resource of support workers to give dementia sufferers the confidence to socialise.
- People with mental health issues
- Carers and their support groups

## 5.7 Other comments

### Key issues:

- Welfare reform will have a detrimental effect on health
- Social interaction is important to mental health and to keep people independent. Examples of friendship groups (Mull) and buddy dining (Dunoon / Cowal) were given.
- Lack of career structure in the care sector. Split between different providers, with no link between these providers (Oban)
- Big divide on wages between providers
- Caring professions and workers in the care sector are undervalued.

Come concerns were raised, more as queries than as issues or needs. These related to:

- The distances that ambulances have to travel (Helensburgh)
  - Reliance on the A82, which is easily blocked
  - Issues relating to the Erskine bridge
  - If people are sent to Glasgow by ambulance, then the town is left without ambulance cover

Positive comments included:

- AVA: preparing for winter for over 60s was applauded with regard to its health messages (Helensburgh)



## Outcome 6: People live in stronger and safer communities

### 6.1 Introduction

The general perception appears to be that Argyll and Bute is a safe place to live. Perhaps this is why this outcome generated few additional topics or issues to be examined. Many of the comments duplicated issues that have been noted under other outcomes.

Comments relating to **safer communities** covered:

- Prevention activities currently being carried out
- Actions related to prevention that respondents would like to see undertaken
- Current issues / problems that relate to community safety. (These included road safety; health; people's perceptions)
- Solutions / improvements that can be made. As these do not map directly to the problems identified, they are discussed under a separate heading.

Respondents see **stronger communities** as ones that are vibrant and supportive. There appears to be a perception, at least in some areas, that communities are becoming weaker over time, as they are undermined by other issues (e.g. wider population change; decline of the economy). There is a high degree of overlap between the comments raised here with comments made under other outcomes. These areas of overlap are noted below.

Additionally, there were some comments made relating to the activities of community planning partners.

Some area specific issues were raised.

### 6.2 Safer communities: prevention

**Key issues:**

- People do not know where to go for information
- Respondents would like to see a visible police presence, as this makes them feel safer. (Helensburgh; Oban, with particular reference to Oban town and to Dalmally)
  - This relates not only to patrols, but also to having a 'front desk'

Several initiatives were mentioned in the workshops (Fire safety checks carried out by Scottish Fire; Drive Safe), but the comments were neutral in nature, raising no areas of issues or concern.

### 6.3 Safer communities: current issues / problems

#### Key issues:

- Problems arise during the tourist season:
  - Tensions (and increased crime) in the summer, when there are more visitors around (Bute)
  - Visitors cause road accidents
- Road traffic accidents:
  - Bikers, both motor and pedal cyclists, are an issue
- Crime, while generally perceived to be low and therefore not a major issue across the area, was mentioned as a problem in the context of:
  - Vandalism and theft (Helensburgh)
  - Car theft. (Although this was raised, it was not seen as being a major concern)
- Cyberbullying (Rothesay). Although raised as a concern, the comment was also made that the problem was 'contained'.
- Whether or not people feel safe was raised:
  - How much of the problem is a question of perception?
  - Young people may not feel safe (Dunoon)
  - Young people may make other groups feel unsafe (Oban)
- Older young people may be bad influences on younger ones (Dunoon)

### 6.4 Safer communities: solutions

#### Key points:

- Community ownership of fire stations may be a way to protect services in rural areas, where budgets are being reduced
- Need to encourage reporting of crime
- Education: open days

### 6.5 Stronger communities

One comment from the Oban workshop suggested that 'thriving communities make safer and stronger communities'. This comment is reflected in the range of comments made in the Outcome 6 workshops that overlap with comments that were made elsewhere.

#### Key issues:

- Issues raised that overlap with other outcomes
  - Link made to economic and population decline (Outcome 1)
  - Jobs / employment (Outcome 1)
  - The need for business start-ups and better infrastructure (Outcomes 1 and 2)
  - Ferry issues and transport issues more generally (Outcome 2)
  - Mobile phone and other communications issues (including broadband) (Outcome 2)
  - Facilities for children (Outcome 4)

- Facilities (Outcome 4)
- Diversionary activities for young people (Outcome 4)
- Volunteering (Outcome 4 and 5)
- Regulations are seen as being a barrier to working with young people
  - Disclosure Scotland (Outcome 4)
  - Health and Safety concerns (Outcome 5)
- The need for good health services; where health services are limited, this will encourage older people to move away (Outcome 5)
- Intergenerational work (Outcome 5)
- Attraction of the area and quality of life
- Strength of communities has been decreasing over time.
  - Communities are undermined by wider changes, including population decline and weaknesses in the economy.
- Need a mix of age groups to have stronger communities
- Communities may not be aware of all possible sources of support (e.g. Colonsay were not aware of the role the council's Community Development team)

**Solutions:**

- Communities can be strengthened by:
  - Having more community activities
  - Reducing isolation
  - Use of social media
    - But this requires better infrastructure
    - Encouraging / enabling older people to use social media
- Could the council look at enabling procurement of affordable public liability insurance? This would enable community events and activities)

## 6.6 Agency / partnership working

**Key issues:**

- The third sector is fragmented
- Policing is now done from Glasgow; there are no local 'bobbies'
- Local authority activities are being pushed towards the third sector
- Centralised services disadvantage rural areas

**Solutions:**

- The council should support non-statutory services

## 6.7 Location specific points

### Key issues / points raised:

- Colonsay:
  - The last time there was a fire on the island, there were plenty of volunteers to tackle it, but there was a lack of water in the right place to do so.
  - There are no police on Colonsay. It would be good to have a volunteer community police officer, but nobody seems to have the capacity to volunteer for this role
- Oban and Islay:
  - Alcohol and drugs were raised as an issue and promoted discussion. Curiously, in neither Oban nor Islay were drugs or alcohol raised as health concerns, but in both places they have been raised as issues under Outcome 6. (Conversely, alcohol was raised as a health concern in Dunoon, but not as a community safety issue.)
- Oban:
  - Specific locations in the town where people feel unsafe are: Soroba; across the road from O'Donnell's.
- Islay:
  - The limited number of firefighters on the island is putting communities at risk.
    - Bowmore has a retained fire crew, but other areas are reliant on volunteers, who are difficult to recruit.
    - Why are police officers paid, but not fire fighters? Both provide an emergency service.
- Mull:
  - The Mull Outcome 6 workshop was notably in that no 'safety' issues were raised at all. The discussion focussed entirely on issues relating to making the communities 'stronger'.





## YOUTH FORUM EVENT

An event held over the weekend of 23<sup>rd</sup> and 24<sup>th</sup> November attracted fifty young people from across Argyll and Bute to find out more about the area and about its local youth forums.



As part of the wider activities of this residential weekend, participants took part in an electronic voting exercise and discussions relating to the developing priorities of the SOA, complementing other activities planned as part of the wider consultation programme.

### Electronic voting

When asked 'What do you most like about living in Argyll and Bute?' over a quarter of the young people present said 'nothing' (figure 1). Although the range of choices in this question was restricted, and there was no 'other' category or opportunity to comment, this, allied with the 40% of respondents who indicated that, when old enough, they wanted to leave Argyll and Bute, suggests that this is a challenge to change young people's perceptions of the area and their aspirations (figure 2).

It is worth noting, however, that 30% of the young people indicated that, although they would move away for education, they would return to live in Argyll and Bute when they could.

Figure 6

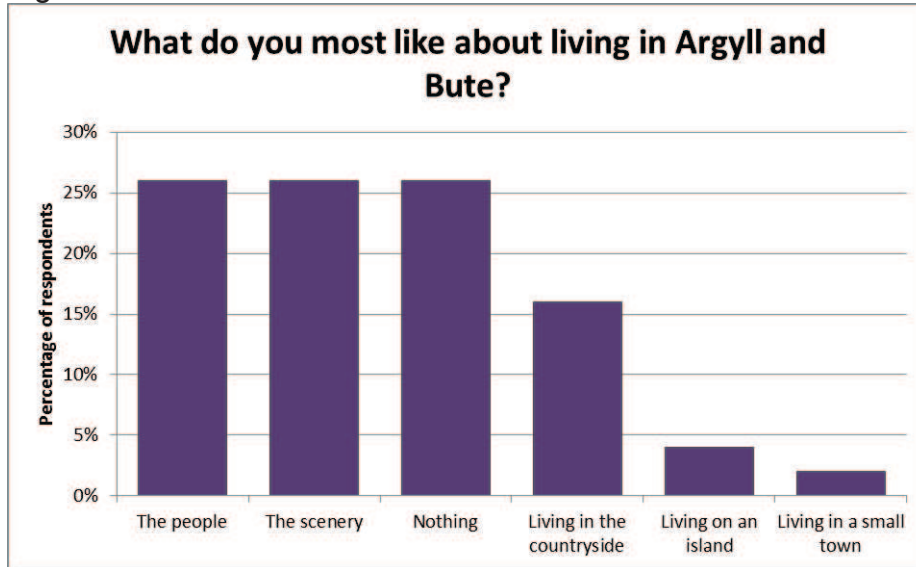
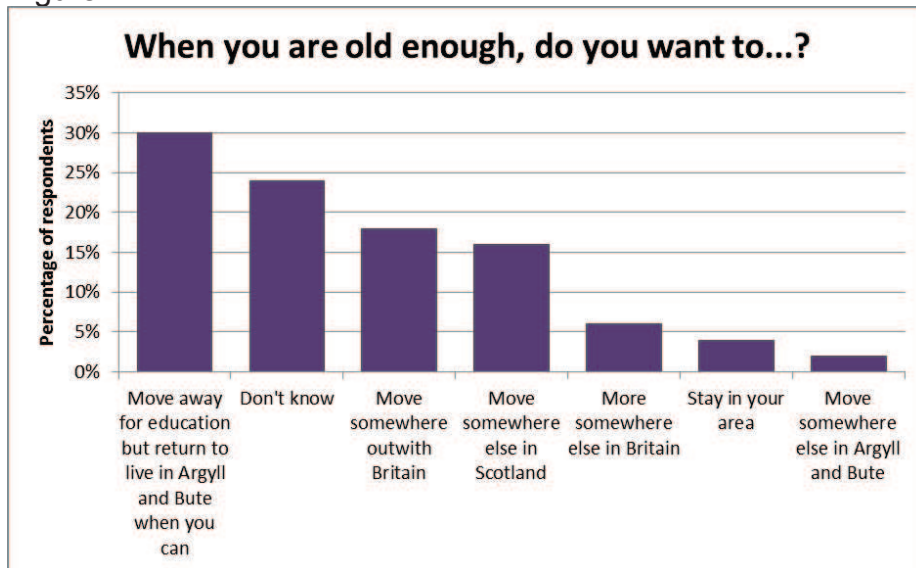


Figure 7



Overall, there was a notable similarity between the aspirations and concerns discussed by the participants of the Youth Forum event and those raised elsewhere in the consultation. Where differences were identifiable, these were more matters of emphasis than difference.

### Transport

A similar range of transport issues were raised as were identified in the Outcome workshops, with additional emphasis being placed on issues relating to the Young Scot card. Discount policies are inconsistent across Argyll and Bute. This was also raised at some the Outcome workshops.

## Employment

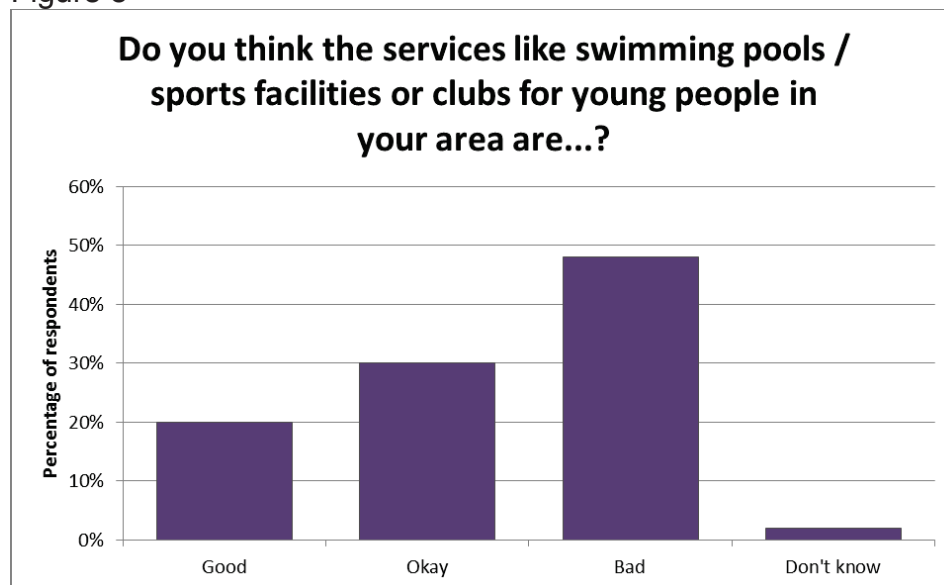
Similar concerns around employment were raised here as elsewhere in the consultation. These related to both the quantity and the quality of jobs available in the area, and the perception that people leave the area for employment and training. One additional point that was raised related to the lack of part-time jobs that are available to teenagers.

## Facilities / activities

As did the participants in the Outcome workshops, Youth Forum respondents came up with a wide range of 'wishes' for what facilities and / or activities they would like to see. While identifying an overall perception that more facilities and activities are wanted, the suggestions are sufficiently diverse to prevent any specific conclusions about what is wanted being made.

Figure 8 shows how respondents voted when asked what they thought about services / facilities in their areas.

Figure 8



## Community safety

The discussion at the Youth Forum related specifically to 'safer' communities rather than 'stronger' communities, as had also been covered in the Outcome workshops. Young people clearly have similar concerns regarding community safety issues as do other population groups. Concerns raised included: fears of dark places, drug users, traffic, and the need for better street lighting.

## **CONCLUSION**

The main conclusion that can be drawn from all the information gathered is that the key factor to grow the economy and increase the population of Argyll and Bute rests in the area of jobs and employment.

The online survey also highlighted the importance of jobs and employment opportunities. While jobs / employment did come up in workshop events, the emphasis of the discussion was less on the need for jobs as about ways to facilitate their creation. Thus, enabling (small) businesses emerged as one of the main issues.

The online survey highlighted the importance of family connections and lifestyle as reasons for people to live here. Obviously, we cannot create family connections where none already exist, so we need to find other ways to make the area 'compelling'. We must acknowledge that increasing the relative importance of other factors is a challenge.

Different areas and different population segments share similar aspirations/concerns. Differences in responses are more matters of emphasis than widely divergent opinion.

Outcome 1 "The economy is diverse and thriving" and Outcome 2 "We have an infrastructure that supports sustainable growth" are clearly the top priorities that Community Planning partners should focus on to achieve its goals over the next ten years.

The consultation exercise demonstrates Argyll and Bute Community Planning Partnership's commitment to meaningful engagement with its communities and highlights how communities can identify issues and challenges in their areas and contribute towards finding solutions.

## **ACKNOWLEDGEMENTS**

Argyll and Bute Community Planning Partnership is grateful for the funding received from Education Scotland that enabled these consultation events to take place, as well as to enable the partnership to consider ways of implementing the CLD Strategic Guidance for CPPs.

Thanks are due to the following people for their help and support in organising the events and in analysing the data.

Area Community Planning Steering Groups for Helensburgh and Lomond; Bute and Cowal; Mid-Argyll, Kintyre and the Islands; and Oban, Lorn and the Isles.

Islay and Jura CVS, Kintyre Initiative Working Group, and island development trusts for Mull and Iona, Tiree, Coll, Colonsay who supported these events.

Chris Carr, Improvement and Organisational Development Project Officer, Argyll and Bute Council



**APPENDIX 1**

Online survey – sample for Bute and Cowal

Survey – Bute and Cowal

Argyll and Bute’s population has dropped by more than 3,000 in ten years. A reducing population could have consequences for public services including health, education and employment in the area, and may also impact on government funding allocated to Argyll and Bute in future.

Argyll and Bute Community Planning Partnership (CPP) wants your views on why there’s no place like Bute and Cowal to make your home, to visit or to work, and wants you to share ideas on how to reverse this declining population trend.

If you’d prefer to complete this survey online, please visit <http://www.argyll-bute.gov.uk/forms/cpp-questionnaire>

About you

Please tick

A. What is your gender?

- 1. Male
- 2. Female


B. Which age group do you belong to?

- 1. Under 16
- 2. 16-24
- 3. 25-44
- 4. 45-64
- 5. 65+


C. Do you consider yourself to be disabled?

- 1. No
- 2. Yes


D. How long have you lived in Argyll and Bute?

- 1. A year or less
- 2. Over one year to 5 years
- 3. More than 5 years to 10 years
- 4. More than 10 years to 25 years
- 5. More than 25 years


Where you live

E. Which part of Bute and Cowal do you live?

- 1. Rothesay
- 2. Rural Bute
- 3. Dunoon
- 4. Rural Cowal
- 5. Other


F. Why do you live here?

*Please write '1' next to your first choice and '2' next to your second choice*

1. Family connections
2. Lifestyle
3. Safe place to live
4. Jobs/employment opportunities
5. A strong sense of community
6. Other (please detail)


G. Why do you think people leave here?

*Please write '1' next to your first choice and '2' next to your second choice*

1. Lack of access to services (e.g. health, elderly care, education, childcare)
2. Lack of job opportunities
3. Social and/or physical isolation
4. Lack of infrastructure (e.g. transport, telecommunications)
5. Lack of activities (e.g. sports, arts, cultural, and child/family activities)
6. Other (please detail)


H. What do you think are the key factors that would encourage people to stay or move here?

*Please write '1' next to your first choice and '2' next to your second choice*

1. Improved access to health services
2. Improved/more affordable housing
3. Better transport/links
4. Improved IT access (e.g. broadband, mobile phone)
5. Access to learning & training opportunities
6. Other (please detail)


I. What (apart from jobs and employment opportunities) needs to change to attract and keep working-age people here?

*Please write '1' next to your first choice and '2' next to your second choice*

1. Improved access to health services
2. Improved/more affordable housing
3. Better transport/links
4. Improved IT access (e.g. broadband, mobile phone)
5. Access to learning & training opportunities
6. Other (please detail)


J. What needs to change to attract and keep families here?

*Please write '1' next to your first choice and '2' next to your second choice*

1. Higher quality schools
2. Improved access to childcare and pre-5 provision


- 3. More leisure facilities and activities for children
- 4. More flexible employment opportunities
- 5. Safer place to bring up children
- 6. Other (please detail)


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K. How often do you visit your nearest town centre to access shops, services and facilities?

(There are 10 town centres designated in Argyll and Bute's Local Development Plan. These are: Bowmore, Campbeltown, Dunoon, Helensburgh, Inveraray, Lochgilphead, Oban, Rothesay, Tarbert, and Tobermory)

*Please write '1' next to your first choice and '2' next to your second choice*

- 1. Daily
- 2. Several times a week
- 3. Once per week
- 4. Less than once a week but more than once a month
- 5. Less than once a month
- 6. Never (please detail why)

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L. Any other comments?

If you have any comments you would like to make in addition to the questions above, please let us know

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M. What can you or your organisation do to help Argyll and Bute achieve its vision?

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N. What can the community planning partners do to support you to do this?

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Thank you.

Completed surveys can be posted to: Rebecca Stokes, Community Services, Library Headquarters, Sandbank, Dunoon, PA23 8QZ. Deadline: 21<sup>st</sup> February 2014.

## APPENDIX 2

AREA	DATE	CHAIR	PANEL MEMBERS
<b>B&amp;C</b>	3 <sup>th</sup> February Question Time 7pm-9pm Dunoon Grammar School (VC to Rothesay Joint Campus)	Ann Campbell, Project Officer, Dunoon Burgh Hall	Cllr Dick Walsh, Leader, Argyll & Bute Council Sam Coley, Samteq, Sandbank Viv Hamilton, Locality Manager, Argyll & Bute CHP Sue Gledhill, Head of Operations, HIE Barry McEwan, Police Scotland David MacKenzie, Board Member, LLTNP
<b>H&amp;L</b>	6 <sup>th</sup> February Question time 7.30pm-9.45pm Pillar Hall, Victoria Halls	Finlay Craig, retired consultant, Facts International	Cllr Gary Mulvaney, Argyll & Bute Council Prof Wright, Strathclyde University (expert on demographics) Cllr James Robb, LLTNP Katie Burke, H & L Youth Forum Cptn Alistair Willis, Commander of HM Royal Navy Base, Faslane Barry McEwan, Police Scotland Viv Hamilton, Argyll & Bute CHP Brian Keating, URTV
<b>MAKI</b>	18 <sup>th</sup> February Question time 7pm-9pm Tarbert Academy	Jane MacLeod, Chamber of Commerce	Cllr Dick Walsh, Leader, Argyll & Bute Council John Semple, NFU Stuart Ellis, Southworth Developments John Dreghorn, Locality Manager, Argyll & Bute CHP Barry McEwan, Police Scotland David Roberts, Head of Operations, HIE
<b>OLI</b>	4 <sup>th</sup> February Question time 6.30pm-8.30pm Corran Halls	David Sloss, Taynuilt Community Council	Cllr Ellen Morton, Depute Leader, Argyll & Bute Council Veronica Kennedy, Locality Manager, Lorn and the Isles, Argyll & Bute CHP Barry McEwan, , Police Scotland Eddie Renfrew, Scottish Fire & Rescue Sue Gledhill, Head of Operations, HIE Professor Laurence Mee, Director Scottish Association for Marine Science

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**Argyll and Bute Community  
Planning Partnership****MANAGEMENT COMMITTEE****25<sup>th</sup> APRIL 2014**

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**AREA-BASED ECONOMIC DEVELOPMENT ACTION PLANS – UPDATE REPORT**

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**1 SUMMARY OF ISSUES**

- 1.1 The purpose of this paper is for the Argyll and Bute Community Planning Partnership Management Committee to note the content of the four area-based Economic Development Action Plans (EDAPs) (see **Appendix 1**) approved by the respective Area Committees, during the April 2014 cycle, as **working documents** for the financial year 2014/15 and for the next three financial years up to 2017/18. The area-based EDAPs were also noted as working documents by Argyll and Bute Council's Strategic Management Team at their business meeting on Monday, 14<sup>th</sup> April 2014.
- 1.2 As working documents the economic opportunities across the four administrative areas of Argyll and Bute can be captured and addressed as they arise over the next four financial years. Therefore the in-year and the medium term actions and success measures contained within the EDAPs will be reviewed and re-profiled on an ongoing basis with a formal review at the end of each financial year.
- 1.3 The area-based EDAPs have been developed further to recent discussions with the Elected Members who sit on the Area Committees and through separate consultation papers (Bute & Cowal and Mid Argyll, Kintyre & the Islands) or consultation workshops (Helensburgh & Lomond and Oban, Lorn & the Isles) with Community Planning Partners.
- 1.4 For each of the area-based EDAPs, outlined in **Appendix 1**, six key actions and associated success measures have been highlighted in bold text that will be delivered during the financial year 2014/15 for developing the local economies. In addition, all the key in-year actions and success measures for the CHORD programme have also been highlighted.

**2 RECOMMENDATION**

It is recommended that the CPP Management Committee:

- 2.1 Notes the content of the area-based EDAPs as working documents for the financial year 2014/15 and for the next three financial years up to 2017/18.

**For further information please contact:**

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Head of Economic Development & Strategic Transportation  
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e-mail: [fergus.murray@argyll-bute.gov.uk](mailto:fergus.murray@argyll-bute.gov.uk)

Ishabel Bremner  
Economic Development Manager  
Tel no: 01546 604375  
e-mail: [ishabel.bremner@argyll-bute.gov.uk](mailto:ishabel.bremner@argyll-bute.gov.uk)

**Appendix 1: Area-based Economic Development Action Plans:**

- **Bute and Cowal Economic Development Action Plan**
- **Helensburgh and Lomond Economic Development Action Plan**
- **Mid Argyll, Kintyre and the Islands Economic Development Action Plan**
- **Oban, Lorn and the Isles Economic Development Action Plan.**

## Bute and Cowal Economic Development Action Plan

As detailed in the Local Development Plan the aspirations for the Bute and Cowal area for 2024 are outlined below:

- A place that **enjoys revitalised town centres and waterfronts** in both Dunoon and Rothesay, with Dunoon taking full advantage of its gateway position to the Loch Lomond and Trossachs National Park and Rothesay capitalising on its outstanding built heritage.
- A **competitive place, better connected to the global economy** with thriving local rural communities that provide an incentive for businesses to locate to, particularly major new tourism developments in places such as Portavadie, Castle Toward and Ardyne.
- A place of **outstanding natural and built heritage** with enhanced natural assets, better public realm and restored iconic buildings such as the Royal Hotel and Pavilion in Rothesay and the Queen's and Burgh Halls in Dunoon.
- A better **connected and accessible place** with improved ferry services, road and active travel links, together with improved telecommunications networks and broadband coverage.
- A place that can offer a **wide range of housing choice** in places with modernised essential services and infrastructure, with a focus of larger scale growth in Rothesay and Dunoon.

### Overview

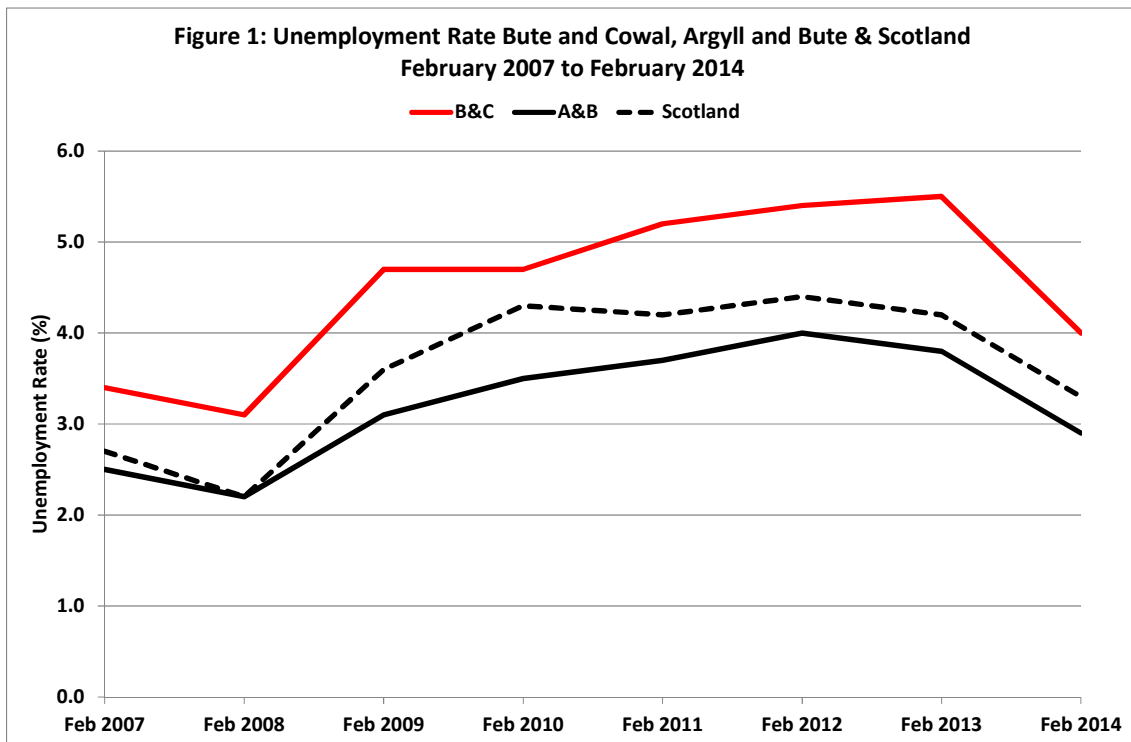
With close proximity to Glasgow, a pristine natural environment with opportunities for growth in the aquaculture and quality food and drink industry, the significant built and cultural heritage of its communities, such as Dunoon and Rothesay, make this area a location for resort tourism and short-breaks. Both Dunoon and Rothesay have the potential to build more competitive tourism propositions based on their rich built and cultural heritage, diversity of venues and proximity to Glasgow. Dunoon has the additional opportunity to build on the marine leisure market and capitalise on its proximity to the Loch Lomond and Trossachs National Park.

### Key Facts for Bute and Cowal (latest available):

- **Resident population 2011:** 21,506 a 4.8% decline since 2001.
- **Total employee jobs 2012<sup>1</sup>:** 7,730
  - Total full-time employee jobs: 4,539
  - Total part-time employee jobs: 3,191.
- **Key sectors (% of total employee jobs 2012):**
  - public admin and defence: 17.6%;
  - healthcare: 19%; and
  - tourism: 11.6%.
- **Business start-ups:** third quarter of 2013/14, three start-ups were supported, against a quarterly target of three. End of the third quarter, 13 start-ups supported against a year-to-date target of 14 (93% of target achieved).
- **Unemployment rate:** consistently above the national average over the timeframe depicted in **Figure 1** overleaf, but has fallen by 1.5 percentage points between February 2013 and February 2014 (203 in total: 149 males and 54 females).

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<sup>1</sup> Source: Business Register and Employment Survey 2012. It should be noted that this data excludes voluntary workers, the self-employed, working owners who are not paid via PAYE, government supported trainees and HM forces.



Source: Claimant Count, March 2014, NOMIS

#### **Key Facts for Bute and Cowal (continued):**

- **Planning applications:** decrease of 25.8% from 2007/08 to 2012/13.
- **Pre-planning applications:** decrease of 8.3% from 2011/12 to 2012/13.

#### **Key Questions (to be addressed during 2014/15):**

- What is the relative population decline for Bute and Cowal – compare and contrast each area?
- What are the above demographic and labour market statistics telling us? There is a requirement for a clear evidence base and to remove unsubstantiated information.
- Does the area's workforce have sufficient skills and training to address opportunities and challenges?
- National statistics provide a guide, but more detailed analysis (e.g. self-employment and voluntary sector employment) can be restricted by datasets in terms of the non-availability of data capture down to smaller local areas and the fact that many of these figures are in arrears. We need to get better at recording 'real-time' data, through distinct surveys, etc.

Therefore, the Island of Bute, together with the peninsular community of Cowal, are both facing numerous challenges given their falling population levels and fragile economies. It is important therefore that the area-based Economic Development Plan capitalises on existing and new opportunities to assist further town centre regeneration, to create sustainable economic growth in areas of strength such as tourism and better connectivity to the Glasgow conurbation and beyond.



## Competitive Bute and Cowal

Theme – A Competitive Bute and Cowal				
Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.1.4, CO1 & ET01	Thriving and successful BIDS groups within the Bute and Cowal area.	Business Gateway Advisers and other appropriate Argyll and Bute Council staff to continue to provide support and guidance to the Dunoon BIDS group and any other potential BIDS groups in the Bute and Cowal area.	Identify opportunities for joint working between Argyll and Bute Council's Business Gateway and Dunoon BIDS group throughout 2014/15.	ABC and discrete BIDS Groups across Argyll.
Small Business Units				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
1.1.4, CO1 & ET01	To deliver business growth (numbers and turnover) and an entrepreneurship culture in Bute and Cowal.	Encourage business start-ups to and in Bute through the development of small business units aligned to the current availability of housing.	Business Gateway in liaison with HIE to establish a portfolio of business needs (demand and supply issues) on Bute. Completion during 2015.  Assess the level of investment in infrastructure required to influence local contractors to provide small business units on Bute.	ABC Business Gateway and HIE.
Place: Town Centre Regeneration in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.2.2, 1.2.3, CO11 & ET02	Establish a strong sense of place in order to regenerate our main towns of Dunoon and Rothesay building on the CHORD Programme in a manner that optimises sustainable economic growth.	<b>Expenditure of residual CHORD funding to conclude CHORD programme and support regeneration outcomes.</b>	<b>Deliver the third of Rothesay THI's four priority projects - Guildford Court Apartments on Watergate. Anticipated completion date is the summer 2014.</b>  <b>Development of the Guildford Square gap site by March 2015.</b>  <b>Rothesay Pavilion - secure funding for Heritage Lottery Fund Stage 2 by January 2015.</b>  <b>Dunoon Pier – deliver the Dunoon Pier improvements by end of March 2015, as per Regeneration Capital Grant Fund and European Regional Development Fund timescales.</b>  <b>Dunoon Queens Hall – contract let by March 2015.</b>	ABC, HS, HLF, HIE and PT.  Burgh Hall – community led project.  Rothesay Pavilion – community assisted project.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.

Lead partners: Argyll and Bute Council (ABC), Business Improvement Districts Scotland (BIDS); Historic Scotland (HS); Heritage Lottery Fund (HLF); Highlands and Islands Enterprise (HIE); Princes Trust (PT).

Theme – A Competitive Bute and Cowal (continued)				
Sustainable Economic Assets: Priority One - Renewable Energy in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
1.5.3, CO14 & ET03	Optimise the renewable energy potential for the benefit of Bute and Cowal, Argyll and Bute and Scotland.	<p>Development of the Bute and Cowal green economy – transitional towns and island communities (10 year timeframe). Includes issues such as green deal, community renewables focus (solar, insulation, biomass and wind) and keeping money locally.</p> <p><b>Scottish Islands Federation in partnership with Argyll and Bute Council to support individuals and organisations on Bute to develop an Island Sustainable Energy Action Plan through the SMILEGOV project.</b></p>	<p>Preparation of an Island Sustainability Energy Action Plan for Bute during 2014/15 through the SMILEGOV project. Finalised for delivery by September 2015.</p> <p><b>Training opportunities delivered through the SMILEGOV project with the local Bute community and other key stakeholders by the end of March 2015.</b></p>	ABC, HIE, ABRA , SIF and Bute community.
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Bute and Cowal				
Tourism in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.6.1, CO1 & ET01	Move the industry up the value chain, extend season and improve profile and propositions.	<p><b>Quality accommodation provision – need to identify the provision, for example: high quality bunkhouses, self-catering to five star hotels with a key link to skills development in the tourism/hospitality industry.</b></p> <p><b>Cultural and heritage events packages – day trippers and overnight stays.</b></p> <p>Social enterprise activity to replace activities and provision affected by the required cuts in public sector spend, for example, Victorian toilets in Rothesay.</p>	<p><b>Seek support from AITC to conduct and complete an accommodation audit during 2014/15.</b></p> <p><b>Increase in tourist spend by 5% during 2014/15 (STEAM and DREAM models with associated costs for local level data).</b></p>	AITC, AISTP, VS, HIE and ABC.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
 Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); Argyll and Bute Renewables Alliance (ABRA); Scottish Islands Federation (SIF); Argyll and the Isles Tourism Co-operative Ltd (AITC); Argyll and the Isles Strategic Tourism Partnership (AISTP); Visit Scotland (VS).

Theme – A Competitive Bute and Cowal (continued)				
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Bute and Cowal				
Tourism in Bute and Cowal (continued)				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
2.7.4, CO11 & ET02	Develop cruise ship market value chain across Argyll and Bute and improve profile.	Argyll and Bute Council works with partners to grow market.  <b>Develop a clear marketing proposition for Bute and Cowal for cruise ships companies, including cultural and leisure activities.</b>	<b>Increase the number of cruise ships passengers to the area during 2014/15 by 5%.</b>	Cruise Scotland, ABC, Shipping Companies, VS and RYA.
1.6.1, CO1 & ET01	Argyll Coastal Waters project delivery.	Work in partnership to deliver this project across two key locations in Cowal (e.g. West Bay, Dunoon and Toward Sailing Club).	Completion of Cowal infrastructure works for the Kayak Trail by end of April 2014.	ABC and STRAMASH.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Visit Scotland (VS); Royal Yachting Association (RYA).

## Connected Bute and Cowal

Theme – A Connected Bute and Cowal				
Digital Connectivity/Utilities in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (medium term and longer term)	Lead partners
2.2.1, CO11 & ET02	Superfast broadband to 85% – 90% of the population by 2020.	Argyll and Bute Council will work closely with HIE to ensure the success of their digital infrastructure project across Bute and Cowal.  Argyll and Bute Council will work closely with Community Broadband Scotland to ensure that communities receive the 2mbps broadband provision.	Argyll and Bute interests are safeguarded and the HIE project meets its targets for Argyll and Bute, including Bute and Cowal.  Maximise the £5 million funding available from Community Broadband Scotland.	ABC, HIE, BT, and Ofcom.
2.2.2, CO11 & ET02	Improved mobile phone signal quality and coverage levels throughout Argyll and Bute.	Identify the impacts of various mobile providers' development plans on coverage across Argyll and Bute.  Develop plans with partner organisations to work with the industry to maximise coverage across Argyll and Bute.	Continue to influence mobile phone providers to upgrade coverage across Argyll and Bute, including Bute and Cowal.	ABC and HIE.
2.3.1, CO11 & ET02	Grid – Improvements to transmission network	Argyll and Bute Council communicates needs to the national grid.	Through ABRA continue to influence the National Grid to increase capacity on the network.	National Grid and ABRA.
Transport Infrastructure: Sustainable Transportation, Road, Ports and Harbours/Ferries in Bute and Cowal				
Sustainable Transportation – with a focus on public transport				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
2.1.2, 2.7.4, CO11 & ET02	Integrated sustainable transport networks.	Influence the delivery of appropriate infrastructure investment in order to increase ferry service reliability to Dunoon.	To re-establish a reliable 1 hour 13 min journey time from Dunoon to Glasgow.	TS
2.1.2, CO11 & ET02	Integrated sustainable transport networks.	Liaise with HIE to conduct research into commuter flow issues for the Bute and Cowal area.	Completion of study during 2015.	ABC and HIE.
2.1.2, CO11 & ET02	Improve cycling and walking network across Bute and Cowal.	Bid submitted to Sustrans, 14 Feb 2014 – Community Link Programme.	Increase usage of cycle network by 5%, through annual monitoring of cycle counters.	ABC, TS, Sustrans and AICCT.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); British Telecom (BT); Argyll and Bute Renewable Alliance (ABRA); Transport Scotland (TS); Argyll and the Isles Coast and Countryside Trust (AICCT).

## Collaborative Bute and Cowal

Theme – A Collaborative Bute and Cowal				
Skills Development				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
3.6.6, 5.6.7, CO1 & ET01	Skills development interventions respond to the needs of the Bute and Cowal economy and support individuals and businesses to realise their full potential.	<b>Deliver a skills audit for Bute and Cowal aligned to the proposed Argyll and Bute Skills Investment Plan, led by Skills Development Scotland.</b>	<b>Completion of Skills Audit by end of March 2015.</b>	ABC, SDS, HIE, AITC and AIAF.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
 Leader partners: Argyll and Bute Council (ABC), Skills Development Scotland (SDS); Highlands and Islands Enterprise (HIE); Argyll and the Isles Tourism Co-operative Ltd (AITC); Argyll and the Isles Agricultural Forum (AIAF).

## Compelling Bute and Cowal

Theme – A Compelling Bute and Cowal				
Increase Profile				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.3.1, 1.3.2, 1.3.3, CO1 & ET01	Increase the profile of the Bute and Cowal area to attract economically active new residents (individuals and families) inward investors and visitors (with a potential to locate to Bute and Cowal) in order to promote economic development.	<p><b>Creation of a Promotional Action Plan/Market Campaign with input from local communities and employers.</b></p> <p><b>This will include addressing some key questions, such as:</b></p> <ul style="list-style-type: none"> <li>• <b>who is responsible?</b></li> <li>• <b>resources required?</b></li> <li>• <b>who we want to appeal to?</b></li> <li>• <b>what are the Compelling messages for each key group?</b></li> <li>• <b>how do we align with the other three Cs?</b></li> <li>• <b>how do we reach target audiences?</b></li> <li>• <b>who are our key partners?</b></li> <li>• <b>how do we monitor?</b></li> </ul>	<b>Delivery of unified approved plan/marketing campaign for Bute and Cowal (and separately as appropriate) with resources assigned, by the end of 2014.</b>	ABC Comms team, ABC departments, HIE, AITC and other appropriate Community Planning Partners.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
 Leader partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); Argyll and the Isles Tourism Co-operative Ltd (AITC).

## Helensburgh and Lomond Economic Development Action Plan

### By 2024, Helensburgh and Lomond will be:

- A **better connected and accessible place** with improved ferry services, road, rail and active travel links together with improved telecommunications networks and broadband coverage.
- A place that offers a **revitalised Helensburgh Town Centre and Waterfront** that takes full advantage of its position as a high quality, short term visitor destination close to the Glasgow conurbation.
- A place of **outstanding natural and built heritage** with enhanced natural assets, better townscape and public realm with new community facilities such as the Helensburgh Pierhead Swimming Pool and Leisure Centre together with a refurbished East Clyde Street Centre.
- A place that can offer a **wide range of housing choices** in places with modernised essential services and infrastructure, with a focus on larger scale growth in Helensburgh and Cardross delivered through the Local Development Plan.
- A **competitive place better connected to the global economy** with thriving local communities that provide an incentive for businesses to locate to, particularly within the context of the Maritime Change Programme and its role in tourism both relating to the adjoining Loch Lomond and the Trossachs National Park and as a day tripper destination.
- A **greener place** with numerous community led smaller scale renewable energy projects, established community forests and green networks.

### Overview

Adjacent to the Glasgow conurbation with key road, river and rail links (including direct trains to Glasgow and Edinburgh), the area encompasses the Faslane and Coulport Naval Bases (with a key focus on the Maritime Change Programme), a developing creative industries hub on the Rosneath Peninsula, iconic Loch Lomond and its surrounding attractions, such as the conservation village of Luss, the new Ben Arthur resort development at Arrochar and the Cobbler, with access to the wider West Highlands. The waterfront town of Helensburgh has significant development potential to become a vibrant retail and visitor location, with a particular focus on marine leisure and exploiting attractions such as Charles Rennie MacKintosh's iconic Hill House.

### Key Facts for Helensburgh and Lomond (latest available):

- **Resident population 2011:** 25,717 a 7.5% decline since 2001.
- **Total employee jobs 2012<sup>2</sup>:** 9,773
  - Total full-time employee jobs: 6,705
  - Total part-time employee jobs: 3,068.

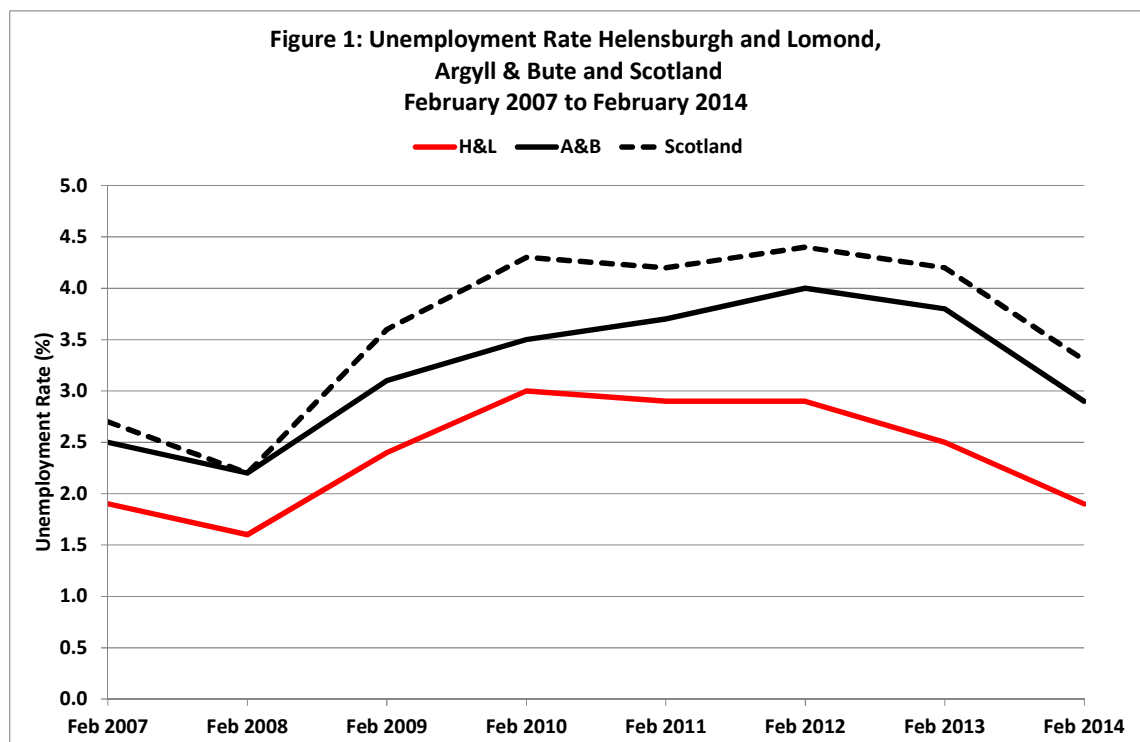
**(During 2014/15, a more detailed analysis with regard to employee jobs will be undertaken, with a focus on HM forces employment).**

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<sup>2</sup> Source: Business Register and Employment Survey 2012 – using 2003 Census Area Statistics (CAS) wards. It should be noted that this data excludes voluntary workers, the self-employed, working owners who are not paid via PAYE, government supported trainees and HM forces. Self-employed data is only available at the Travel-to-Work (TTWA) area level – Helensburgh and Lomond is included in the Dumbarton, TTWA.

**Key Facts for Helensburgh and Lomond (continued):**

- **Key sectors (% of total employee jobs):**
  - public admin and defence: 21.4%;
  - administration and support services: 18.1%; and
  - tourism: 13.9%.
- **Business start-ups:** third quarter of 2013/14, six start-ups were supported, against a quarterly target of eight. By the end of the third quarter, 25 start-ups supported year-to-date target of 28 (89% of target achieved).
- **Unemployment:** consistently below the Argyll and Bute and the national average as depicted in **Figure 1** below.



Source: Claimant Count, March 2014, NOMIS

- **Planning applications:** decrease of 13.7% from 2007/08 to 2012/13.
- **Pre-planning applications:** increase of 31.8% from 2011/12 to 2012/13.

The communities of Cardross, Helensburgh and Garelochhead are subject to different development pressures from the rest of Argyll and Bute, with their relative accessibility to the adjacent Glasgow conurbation and the presence of the Greenbelt. The area-based Economic Development Action Plan, aligned to the Council's Local Development Plan, needs to help unlock the full potential for this area to enjoy sustainable economic growth and regeneration of its settlements, while at the same time taking into account its proximity to the Loch Lomond and the Trossachs National Park and the needs of the Roseneath Peninsula.



## Competitive Helensburgh and Lomond

Theme – A Competitive Helensburgh and Lomond				
Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Helensburgh and Lomond				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.1.4, CO1 & ET01	Thriving and successful BIDS groups within the Helensburgh and Lomond area.	Business Gateway Advisers and other appropriate Argyll and Bute Council staff to provide support and guidance to potential BIDS groups in the Helensburgh and Lomond area.	Identify opportunities for joint working between Argyll and Bute Council's Business Gateway and any potential BIDS groups throughout 2014/15.	ABC, discrete BIDS Groups and Helensburgh Chamber of Commerce.
To Create an Environment where levels of Entrepreneurship are Increased				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
1.7.2, CO11 & ET02	To establish an innovation centre for entrepreneurs in Helensburgh (pilot) (John Logie Baird Centre).	<b>Undertake a feasibility study into the Innovation Centre concept linked to Maritime Change Project – local business development and start-up opportunities aligned to education and modern apprenticeships.</b>	<b>Business Gateway in liaison with SE to establish a portfolio of business needs (demand and supply issues) within Helensburgh and Lomond as a key component of the feasibility study.</b>  Completion of the feasibility study by end of March 2015.	ABC, ABC Business Gateway and SE.
Place: Town Centre Regeneration in Helensburgh and Lomond				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
2.6.1, CO11 & ET02	Regenerate our main town of Helensburgh, building on the CHORD Programme in a manner that optimises sustainable economic growth.	<b>Expenditure of residual CHORD funding to conclude CHORD programme and support regeneration outcomes.</b>	<b>Develop pilot partner action plan(s) for Helensburgh town centre and waterfront to ensure that the benefit of CHORD investment and other developments are optimised with a particular focus on Hermitage Park.</b>  Completion of CHORD works during 2014/15. Plus:  <ul style="list-style-type: none"> <li>• Shop fronts - funds awarded to successful applicants.</li> <li>• Outcome on review of additional on-street parking.</li> <li>• Project Initiation Document signed off for the development of Helensburgh Pierhead.</li> </ul> Helensburgh Park and Ride (non-CHORD project) – subject to consultation with the business community, 2015/16.	ABC, HS, HLF. SE and SPT

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Business Improvement Districts Scotland (BIDS); Historic Scotland (HS); Heritage Lottery Fund (HLF); Scottish Enterprise (SE); Strathclyde Partnership for Transport (SPT).

Theme – A Competitive Helensburgh and Lomond (continued)				
Place: Maritime Change Programme				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
1.2.1, 2.4.3, CO11 & ET02	Maximise investment opportunities in Argyll and Bute with regard to the Maritime Change Programme, with a particular focus on inward investment around Faslane and Coulport.	Ensure co-ordination with other Council departments to make Helensburgh and Lomond an attractive place for MOD families to relocate to the area.	Agree an action plan with all parties and reflect effects of the Maritime Change Programme, including: <ul style="list-style-type: none"> <li>Number of new jobs created.</li> <li>Number of new households created and type of households (e.g. social housing).</li> </ul> <p>To be completed by March 2016.</p>	ABC, MOD, Babcocks and SE.
Place: Luss Village Strategic Development Framework				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
2.4.4, CO11 & ET02	Sustainable redevelopment of Luss village centre to respond to demands of tourism, new affordable housing and associated public realm works.	<b>Work with Luss Estates, Loch Lomond and the Trossachs National Park and stakeholders to support the sustainable development of Luss.</b>	<b>To attend quarterly stakeholder meetings throughout 2014/15 to progress the sustainable development of Luss.</b>	ABC, Luss Estates, LL&TNPA, TS and SE.
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Helensburgh and Lomond				
Tourism in Helensburgh and Lomond				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
1.6.1, CO1 & ET01	Move tourist sector up the value chain, extend season and improve profile and propositions.	<p>Work with local and national partners to stimulate tourism investment in Helensburgh and Lomond, including using the latent potential of the River Clyde e.g. yachting and sailing.</p> <p>Working with key partners such as Argyll and the Isles Tourism Co-operative Ltd (trading arm of AISTP) to further develop the tourism value chain linked to area's unique heritage, provenance and authenticity.</p> <p><b>Helensburgh and Lomond to be developed as a day tripper/short stay destination given its unique adjacent position with the Loch Lomond and Trossachs National Park (also under 'Cycling and Walking').</b></p>	<b>Increase day tripper/short stay visitor numbers to the Helensburgh and Lomond area by 5% during 2014/15. (STEAM and DREAM models with associated costs for local level data).</b>	AITC, AISTP, VS, ABC, SE, AICCT, CYA, RYA, LL&TNPA and LLL.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Ministry of Defence (MOD); Scottish Enterprise (SE); Loch Lomond and the Trossachs National Park Authority (LL&TNPA); Transport Scotland (TS); Argyll and the Isles Tourism Co-operative Ltd (AITC); Argyll and the Isles Strategic Tourism Partnership (AISTP); Visit Scotland (VS); Argyll and the Isles Coast and Countryside Trust (AICCT); Clyde Yachting Association (CYA); Royal Yachting Association (RYA); Love Loch Lomond (LLL).

<b>Theme – A Competitive Helensburgh and Lomond (continued)</b>				
<b>Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Helensburgh and Lomond</b>				
<b>Tourism in Helensburgh and Lomond (continued)</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
1.6.1, CO1 & ET01	Move tourist sector up the value chain, extend season and improve profile and propositions (continued).	Through liaison with the private sector, improve the scale and standard of quality accommodation provision within Helensburgh (also under 'Cycling and Walking').	Increase short stay visitor numbers to the Helensburgh and Lomond area by 5% during 2014/15. (STEAM and DREAM models with associated costs for local level data).	AITC, VS, ABC, SE, AICCT, LL&TNPA, LLL and private sector.
1.6.1, CO11 & ET02	Develop coach tour market value chain across Argyll and Bute and improve profile.	Argyll and Bute Council works with partners to grow market.	Increase number of coach tour visitors to the Helensburgh and Lomond area during 2014/15 by 5%.	ABC and SE in discussion with private operators.
1.6.1, CO1 & ET01	Argyll Coastal Waters project delivery.	Work in partnership to deliver this project at the Helensburgh waterfront.	Completion of Helensburgh infrastructure works for the Kayak Trail by end of April 2014.	ABC and STRAMASH.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and the Isles Tourism Co-operative Ltd (AITC); Visit Scotland (VS); Argyll and Bute Council (ABC); Scottish Enterprise (SE); Argyll and the Isles Coast and Countryside Trust (AICCT); Loch Lomond and the Trossachs National Park Authority (LL&TNPA); Love Loch Lomond (LLL).

## Connected Helensburgh and Lomond

Theme – A Connected Helensburgh and Lomond				
Digital Connectivity/Utilities in Helensburgh and Lomond				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (medium term and longer term)	Lead partners
2.2.1, CO11 & ET02	Superfast broadband to 85% – 90% of the population by 2020.	Argyll and Bute Council will work closely with the Scottish Government Rest of Scotland team to ensure the success of their digital infrastructure project in Helensburgh & Lomond.  Argyll and Bute Council will work closely with Community Broadband Scotland to support communities to achieve at least a 2mbps broadband connection.	Argyll and Bute interests are safeguarded and the Scottish Government’s Rest of Scotland project meets its targets for Helensburgh and Lomond.  Fibre technology infrastructure into Helensburgh by May 2014.  Maximise the £5 million funding available from Community Broadband Scotland.	ABC, SE, SG. BT and Ofcom.
2.2.2, CO11 & ET02	Improved mobile phone signal quality and coverage levels throughout Argyll and Bute.	Identify the impacts of various mobile providers’ development plans on coverage across Argyll and Bute.  Develop plans with partner organisations to work with the industry to maximise coverage across Argyll and Bute.	Continue to influence mobile phone providers to upgrade coverage across Argyll and Bute, including Helensburgh and Lomond.	ABC and SE.
Transport Infrastructure: Road, Rail, Cycling and Walking Transport in Helensburgh and Lomond				
Road				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
2.1.1, 2.1.2, CO11 & ET02	Road – upgrade and maintain council road network and for trunk roads (A82).	Participation in working groups e.g. Argyll Timber Transport Group.	Roads asset planning and maintenance strategy aligned to the preparation of an Infrastructure Action Plan (as outlined in the SOA) with the inclusion of the Helensburgh and Lomond area during 2015.	ABC, TS, ATTG, RTPs and AISTP.
1.3.3, 2.1.1, 2.1.2, CO11 & ET02	Road – accurate and positive signage with regard to road closures on the A83.	Lobby Transport Scotland to provide accurate and positive signage with regard to road closures e.g. to still allow access to places prior to location of road closure.	Successful lobbying activity with Transport Scotland resulting in positive signage by 2015.	ABC and TS

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Scottish Enterprise (SE); Scottish Government (SG); British Telecom (BT); Transport Scotland (TS); Argyll Timber Transport Group (ATTG); Regional Transport Partnerships (RTPs); Argyll and the Isles Strategic Tourism Partnership (AISTP).

Theme – A Connected Helensburgh and Lomond (continued)				
Transport Infrastructure: Road, Rail, Cycling and Walking Transport in Helensburgh and Lomond (continued)				
Rail Services				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
2.1.2, CO11 & ET02	Safeguard and influence the improvement of rail links to and from Helensburgh to Central Scotland.	Ongoing support to improved rail connectivity from Helensburgh with central Scotland.	Annual increase in passenger numbers. Reduction in journey time to Glasgow and onto Edinburgh.	ScotRail and Sustrans.
Cycling and Walking				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
2.1.2, 2.1.4, CO11 & ET02	Improve cycling and walking network across Argyll and Bute, including Helensburgh and Lomond, and improve active travel network, for example, Core Path Plan, John Muir Way, Green Pilgrimage and Three Lochs Way.	<p>Bid submitted to Sustrans, 14 Feb 2014 – Community Link Programme.</p> <p><b>Grow, maintain and market cycling and walking in Helensburgh and Lomond area.</b></p> <p>Helensburgh and Lomond to be developed as a day tripper/short stay destination for recreational tourism.</p> <p>Through liaison with the private sector, improve the scale and standard of quality accommodation provision within Helensburgh.</p>	<p>Increase usage of cycle network by 5%, through annual monitoring of cycle counters.</p> <p><b>Completion of the cycle path from Helensburgh to Cardross during 2014/15.</b></p> <p>Increase day tripper/short stay visitor numbers to the Helensburgh and Lomond area by 5% during 2014/15. (STEAM and DREAM models with associated costs for local level data).</p>	ABC, SPT, Sustrans, FCS, LL&TNPA, AITC, VS, SE, AICCT, LLL and private sector.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
 Lead partners: Argyll and Bute Council (ABC); Strathclyde Partnership for Transport (SPT); Forestry Commission Scotland (FCS); Loch Lomond and the Trossachs National Park Authority (LL&TNPA); Argyll and the Isles Tourism Co-operative Ltd (AITC); Visit Scotland (VS); Scottish Enterprise (SE); Argyll and the Isles Coast and Countryside Trust (AICCT); Love Loch Lomond (LLL).

## Collaborative Helensburgh and Lomond

<b>Theme – A Collaborative Helensburgh and Lomond (continued)</b>				
<b>Skills Development</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
3.6.6, 5.6.7, CO1 & ET01	Skills development interventions respond to the needs of the Helensburgh and Lomond economy and support individuals and businesses realise their full potential.	<b>Deliver a skills audit for Helensburgh and Lomond aligned to the proposed Argyll and Bute Skills Investment Plan, led by Skills Development Scotland.</b>	<b>Completion of Skills Audit by end of March 2015.</b>	ABC, SDS and SE.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
 Leader partners: Leader partners: Argyll and Bute Council (ABC), Skills Development Scotland (SDS); Scottish Enterprise (SE).

## Compelling Helensburgh and Lomond

Theme – A Compelling Helensburgh and Lomond				
Increase Profile				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.3.1, 1.3.2, 1.3.3, CO1 & ET01	Increase the profile of the Helensburgh and Lomond area to attract economically active new residents (individuals and families) inward investors and visitors (with a potential to locate to Helensburgh and Lomond) in order to promote economic development.	<p><b>Creation of a Promotional Action Plan/Market Campaign with input from local communities and employers, and with linkages to job opportunities and housing supply issues.</b></p> <p><b>This will include addressing some key questions, such as:</b></p> <ul style="list-style-type: none"> <li>• <b>who is responsible?</b></li> <li>• <b>resources required?</b></li> <li>• <b>who we want to appeal to?</b></li> <li>• <b>what are the Compelling messages for each key group?</b></li> <li>• <b>how do we align with the other three Cs?</b></li> <li>• <b>how do we reach target audiences?</b></li> <li>• <b>who are our key partners?</b></li> <li>• <b>how do we monitor?</b></li> </ul>	<p><b>Delivery of unified approved plan/marketing campaign for Helensburgh and Lomond with resources assigned, by summer 2014.</b></p> <p><b>Tourism Summit, Helensburgh, November 2014.</b></p>	ABC Comms team, ABC departments, SE, AITC and other appropriate Community Planning Partners.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
 Leader partners: Argyll and Bute Council (ABC); Scottish Enterprise (SE); Argyll and the Isles Tourism Co-operative Ltd (AITC).

## Mid Argyll, Kintyre and the Islands Economic Development Action Plan

### By 2024, Mid Argyll, Kintyre and the Islands will be:

- A **better connected and accessible place** with improved ferry services, road, rail, air and active travel links together with improved telecommunications networks and broadband coverage.
- A place of **outstanding natural and built heritage** with enhanced natural assets and green networks linking the main towns to the adjacent countryside.
- A place that can offer a **wide range of housing choices** in places where people want to live with modernised essential services and infrastructure with a focus on larger scale growth in Campbeltown, Lochgilphead, Ardrishaig, Tarbert, Bowmore, Inveraray and local settlements to encourage sustainability.
- A **competitive place better connected to the global economy** – with thriving local communities that provide an incentive for businesses to locate to, particularly at the community owned Machrihanish Green Technologies Business Park and at the expanded Kilmory Strategic Business site together with major tourism developments at Tarbert, Craobh Haven and Machrihanish.
- A **greener place** with numerous community led smaller scale renewable energy projects and larger scale commercial off-shore wind, wave and tidal projects that have helped grow the local and national economies.

### Overview

This area is famous for historic sites such as Dunadd and Kilmartin Glen (the influence for the landscape in the Oscar winning film, *Brave*); the malt whiskies of Campbeltown, Islay and Jura; and is emerging as a key location for aquaculture, forestry and tourism with investments in golf and high quality accommodation. Also, the successful community buy-out of the Machrihanish Airbase has the potential to offer significant investment opportunities. Campbeltown/Machrihanish is an important national hub for the renewable energy industry with significant private and public investment and the harbour's proximity to the Irish Sea and Atlantic and nearby off-shore developments, such as the Sound of Islay Tidal Device.

### Key Facts for Mid Argyll, Kintyre and the Islands (latest available):

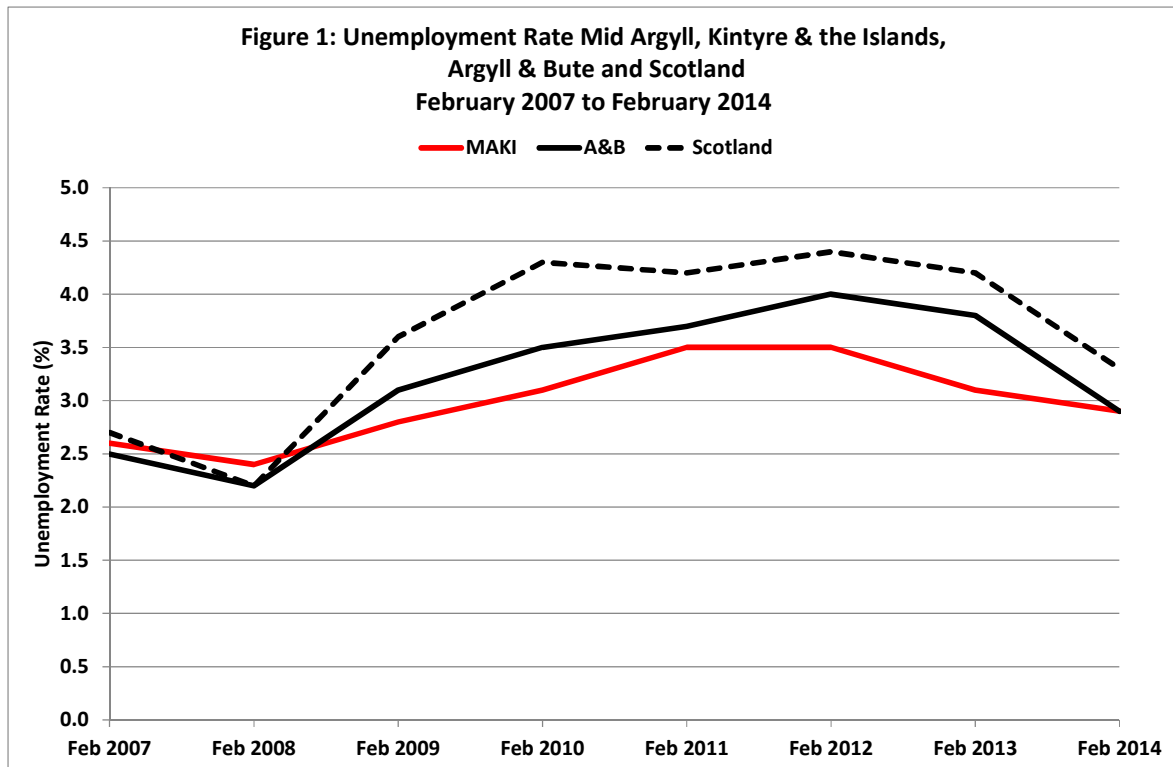
- **Resident population 2011:** 20,951 a 3.6% decline since 2001.
- **Total employee jobs 2012<sup>3</sup>:** 8,782
  - Total full-time employee jobs: 5,201
  - Total part-time employee jobs: 3,581.
- **Key sectors (% of total employee jobs 2012):**
  - healthcare: 17.3%;
  - public admin and defence:13.9%
  - education: 10.1%; and
  - tourism: 9.3%.
- **Business start-ups:** third quarter of 2013/14, five start-ups were supported, against a quarterly target of five. End of the third quarter, 23 start-ups supported against a year-to-date target of 17 (135% of target achieved).

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<sup>3</sup> Source: Business Register and Employment Survey 2012. It should be noted that this data excludes voluntary workers, the self-employed, working owners who are not paid via PAYE, government supported trainees and HM forces. Self-employed data is only available at the Travel-to-Work (TTWA) area level. For the MAKI area, one TTWA relates to Campbeltown, one to Lochgilphead while for the other Islay is amalgamated with Mull.



- **Unemployment rate:** consistently below the Argyll and Bute and the national average since around July 2008 as depicted in **Figure 1** below.



Source: Claimant Count, March 2014, NOMIS

**Key Facts for Mid Argyll, Kintyre and the Islands (continued):**

- **Planning applications:** decrease of 25.6% from 2007/08 to 2012/13.
- **Pre-planning applications:** increase of 6.3% from 2011/12 to 2012/13.

With a mixed picture for population decline in this central part of Argyll, the main towns of Campbeltown, Lochgilphead and Ardrishaig perform a crucial role in delivering economic opportunities for the wider area. In particular, the main town of Campbeltown offers the potential for significant economic growth, through established and emerging industries such as tourism, forestry and food and drink together with the renewable energy industry. This potential could be better realised through better connectivity, such as the continuation of the vehicular ferry link to Ardrossan further to the conclusion of the current pilot service. While still economically fragile, the islands of Islay and Jura are well placed to take advantage of the emerging off-shore energy industry. Elsewhere, there is also potential for sustainable economic growth given the area's outstanding natural, built and cultural environment with a focus on communities such as Tarbert, Gigha, Craobh Haven and Kilmartin Glen.

## Competitive Mid Argyll, Kintyre and the Islands

Theme – A Competitive Mid Argyll, Kintyre and the Islands				
Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Mid Argyll, Kintyre and the Islands				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.1.4, CO1 & ET01	Thriving and successful BIDS groups within the Mid Argyll, Kintyre and the Islands area.	Business Gateway Advisers and other appropriate Argyll and Bute Council staff to provide support and guidance to any potential BIDS groups in the Mid Argyll, Kintyre and the Islands area.	Identify opportunities for joint working between Argyll and Bute Council's Business Gateway and any potential BIDS groups throughout 2014/15.	ABC and discrete BIDS Groups across Argyll and Bute.
Place: Town Centre/Heritage Regeneration in Mid-Argyll, Kintyre and the Islands				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
2.6.1, CO11 & ET02	Regenerate our main town of Campbeltown building on the CHORD Programme and the Townscape Heritage Initiative in a manner that optimises sustainable economic growth.	<p><b>Expenditure of residual CHORD funding to conclude CHORD programme and support regeneration outcomes.</b></p> <p>Delivery of the outstanding priority projects within the Campbeltown THI: Town Hall, Cross Street and Main Street.</p> <p><b>Prepare and develop the full business case for the Campbeltown Berthing Facility.</b></p>	<p><b>Completion of current phase of development of the Old Quay, Campbeltown, March 2015.</b></p> <p>Completion of the Campbeltown THI projects by June 2015.</p> <p><b>Completion of the full business case by June 2014.</b></p>	ABC, HS, HLF and HIE.
1.2.4, CO14 & ET03	Campbeltown/Machrihanish (NRIP site) – promoting development of harbour and working with Machrihanish Airbase Community Company (MACC) Limited to realise potential.	<p>Engage with the MACC Limited and Wind Towers Limited, as appropriate.</p> <p>Masterplan and proposition document for Machrihanish Airbase.</p>	Completion of Masterplan and proposition document for Machrihanish by September 2015.	ABC, HIE and MACC Ltd.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
 Lead partners: Argyll and Bute Council (ABC); Business Improvement Districts Scotland (BIDS); Historic Scotland (HS); Heritage Lottery Fund (HLF); Highlands and Islands Enterprise (HIE); Machrihanish Airbase Community Company (MACC) Ltd.

Theme – A Competitive Mid Argyll, Kintyre and the Islands (continued)				
Place: Town Centre/Heritage Regeneration in Mid-Argyll, Kintyre and the Islands (continued)				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
1.3.1, CO11 & ET02	Regenerate our key settlement locations, Lochgilphead, Inveraray, Bowmore and Tarbert.	<p>Delivery of Conservation Area for Regeneration Scheme (CARS) for Inveraray.</p> <p><b>Regeneration of Lochgilphead.</b></p> <p><b>Regeneration of Bowmore.</b></p> <p>Tarbert (actions for consideration 2015/16).</p>	<p>Delivery of CARS five-year funding programme.</p> <p><b>Develop a robust Community Action Plan for Lochgilphead with a focus on a sense of place (to include the expansion of Kilmory Industrial Estate) by end of March 2015.</b></p> <p><b>Delivery of Phase 1 of the Bowmore Masterplan by end of March 2015.</b></p>	<p>ABC, HS, ACHA and HLF.</p> <p>ABC and HIE.</p> <p>ABC, ACHA and Islay Estates.</p>
1.3.1, CO11 & ET02	Regenerate the Crinan Canal and Ardrishaig.	Preparation and delivery of key projects with partners to secure the regeneration of the Crinan Canal and nodal end points.	Sign off memorandum of understanding to enable discrete projects to progress (spring 2014 onwards).	ABC and Scottish Canals.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Historic Scotland (HS); Argyll Community Housing Association (ACHA); Heritage Lottery Fund (HLF); Highlands and Islands Enterprise (HIE).

<b>Theme – A Competitive Mid Argyll, Kintyre and the Islands (continued)</b>				
<b>Sustainable Economic Assets: Priority One - Renewable Energy in Mid Argyll, Kintyre and the Islands</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year and medium term)</b>	<b>Lead partners</b>
1.5.3, CO14 & ET03	Optimise the renewable energy potential for the benefit of Mid Argyll, Kintyre and the Islands, Argyll and Bute and Scotland.  To ensure we have a thriving, sustainable renewable energy sector with well-developed local supply chains and community benefits.	Work with key stakeholders to ensure that potential renewable energy within Mid Argyll, Kintyre and the Islands is developed to promote sustainable economic growth.  <b>Scottish Islands Federation in partnership with Argyll and Bute Council to support individuals and organisations on Gigha to develop an Island Sustainable Energy Action Plan through the SMILEGOV project.</b>	2-2.5 MW of community renewable energy activity by 2015.  <b>Training opportunities delivered through the SMILEGOV project with the local Gigha community and other key stakeholders by the end of March 2015.</b>	ABC, HIE, ABRA and MAKI communities.
<b>Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Mid Argyll, Kintyre and the Islands</b>				
<b>Tourism in Mid Argyll, Kintyre and the Islands</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
1.6.1, CO1 & ET01	Move industry up the value chain, extend season and improve profile and propositions.	<b>Work with local and national partners to stimulate tourism investment, particularly in places such as Campbeltown, Machrihanish Lochgilphead, Kilmartin Glen, Ardrishaig/Crinan Canal, Inveraray, Cairndow, Tarbert and Craobh Haven.</b>	<b>Develop Kilmartin House as a cultural visitor attraction subject to Stage 1 HLF funding bid approval (March 2014) progressing to Stage 2 during 2014/15.</b>	AITC, AISTP, VS, HLF, ABC and Scottish Canals.
1.6.1, CO11 & ET02	Develop cruise ship market value chain across Argyll and Bute and improve profile.	Argyll and Bute Council works with partners to grow market.	Increase number of cruise ships and passengers to Campbeltown during 2014/15 by 5%.	Cruise Scotland, ABC, Shipping Companies, VS and RYA.
1.6.1, CO1 & ET01	Argyll Coastal Waters project delivery.	Work in partnership to deliver this project across two key locations in Mid Argyll (e.g. Crinan Canal and Tarbert).	Completion of Mid Argyll and Kintyre infrastructure works for the Kayak Trail by end of April 2014.	ABC, STRAMASH and Scottish Canals.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); Argyll and Bute Renewables Alliance (ABRA); Argyll and the Isles Tourism Co-operative Ltd (AITC); Argyll and the Isles Strategic Tourism Partnership (AISTP); Visit Scotland (VS); Heritage Lottery Fund (HLF); Royal Yachting Association (RYA).

Theme – A Competitive Mid Argyll, Kintyre and the Islands (continued)				
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Mid Argyll, Kintyre and the Islands (continued)				
Quality Food and Drink in Mid Argyll, Kintyre and the Islands				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.1.4, CO1 & ET01	Sustainable food and drink supply chain that adds value across all its key components, primary producers to processors, in order to generate growth and wealth for Mid Argyll, Kintyre and the Islands.	Working with farmer groups to secure supply chain relationships with regard to Argyll Hill Lamb and Islay Lamb.  To support the Scottish Island Abattoir Programme, 2013-2015.	Access one new market by end of March 2015.  Delivery of discrete expert business mentoring support, business planning advice and capital support towards processing improvements by end of March 2015.	ABC, PCT, AIAF and SAOS Ltd.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Prince’s Countryside Trust (PCT); Argyll and the Isles Agricultural Forum (AIAF); Scottish Agricultural Organisation Society (SAOS) Ltd.

## Connected Mid Argyll, Kintyre and the Islands

<b>Theme – A Connected Mid Argyll, Kintyre and the Islands</b>				
<b>Digital Connectivity/Utilities in Mid Argyll, Kintyre and the Islands</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (medium term and longer-term)</b>	<b>Lead partners</b>
2.2.1, CO11 & ET02	Superfast broadband to 85% – 90% of the population by 2020.	Argyll and Bute Council will work closely with HIE to ensure the success of their digital infrastructure project across Mid Argyll, Kintyre and the Islands.  Argyll and Bute Council will work closely with Community Broadband Scotland to ensure that communities receive the 2mbps broadband provision.	Argyll and Bute interests are safeguarded and the HIE project meets its targets for Argyll and Bute, including Mid Argyll, Kintyre and the Islands  Maximise the £5 million funding available from Community Broadband Scotland.	ABC, HIE, BT, and Ofcom.
2.2.2, CO11 & ET02	Improved mobile phone signal quality and coverage levels throughout Argyll and Bute.	Identify the impacts of various mobile providers' development plans on coverage across Argyll and Bute.  Develop plans with partner organisations to work with the industry to maximise coverage across Argyll and Bute.	Continue to influence mobile phone providers to upgrade coverage across Argyll and Bute, including Mid Argyll, Kintyre and the Islands.	ABC and HIE.
2.3.1, CO11 & ET02	Grid – Improvements to transmission network and resilience	Argyll and Bute Council communicates needs to the national grid.  Hunterston to Carradale subsea cable link.	Through ABRA continue to influence the National Grid to increase capacity on the network.  Completion of subsea cable link and associated onshore infrastructure by 2015.	National Grid, ABRA and SSE.
<b>Transport Infrastructure: Road, Ports and Harbours/Ferries Transport in Mid Argyll, Kintyre and the Islands</b>				
<b>Road</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year and medium term)</b>	<b>Lead partners</b>
2.1.2, CO11 & ET02	Road – upgrade and maintain council road network and for trunk roads (A82, A83).	Participation in working groups e.g. A83 Marketing Taskforce Group, Transport Scotland A83 Working Group and Argyll Timber Transport Group.	Roads asset planning and maintenance strategy aligned to the preparation of an Infrastructure Action Plan with the inclusion of the Mid Argyll Kintyre and the Islands area during 2015.	TS, ATTG, RTPs, HIE and AISTP.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); British Telecom (BT); Argyll and Bute Renewable Alliance (ABRA); Scottish and Southern Energy (SSE); Transport Scotland (TS); Argyll Timber Transport Group (ATTG); Regional Transport Partnerships (RTPs); Argyll and the Isles Strategic Tourism Partnership (AISTP).

<b>Theme – A Connected Mid Argyll, Kintyre and the Islands (continued)</b>				
<b>Transport Infrastructure: Road, Ports and Harbours/Ferries Transport in Mid Argyll, Kintyre and the Islands</b>				
<b>Port and Harbours/Ferries</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year and medium term)</b>	<b>Lead partners</b>
2.7.4, CO11 & ET02	Realise greater economic development benefit from our ports and harbours and explore opportunities arising from Scottish Ferries Plan and safeguard Argyll and Bute Council's interests.	Argyll and Bute Council works with Transport Scotland to explore transfer of Council ferry services.  Argyll and Bute Council to continue to work with Calmac Ferries Ltd and Transport Scotland to operate Campbeltown to Ardrossan ferry service pilot scheme.	Transfer of responsibility of Council operated ferry services to TS in 2015/16.  Continuation of ferry service beyond the conclusion of the pilot scheme in 2015. Growth in passenger numbers by 5% during 2014/15.	SG, TS and CFL.
<b>Cycling and Walking</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
2.1.2, 2.1.4, CO11 & ET02	Improve cycling network across Argyll and Bute and improve active travel network, for example, Kintyre Way, Core Paths Plan, 2013.	Bid submitted to Sustrans, 14 Feb 2014 – Community Link Programme.	Increase usage of cycle network by 5%, through annual monitoring of cycle counters.	TS, Sustrans, FCS and AICCT.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Scottish Government (SG); Transport Scotland (TS); Calmac Ferries Ltd (CFL); Forestry Commission Scotland (FCS); Argyll and the Isles Coast and Countryside Trust (AICCT).

**Collaborative Mid Argyll, Kintyre and the Islands**

Theme – A Collaborative Mid Argyll, Kintyre and the Islands				
Skills Development				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
3.6.6, 5.6.7, CO1 & ET01	Skills development interventions respond to the needs of the Mid Argyll, Kintyre and the Islands economy and support individuals and businesses realise their full potential.	<b>Deliver a skills audit for Mid Argyll, Kintyre and the Islands aligned to the proposed Argyll and Bute Skills Investment Plan, led by Skills Development Scotland.</b>	<b>Completion of Skills Audit by the end of March 2015.</b>	ABC, SDS and HIE.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
 Leader partners: Argyll and Bute Council (ABC); Skills Development Scotland (SDS); Highlands and Islands Enterprise (HIE).



## Compelling Mid Argyll, Kintyre and the Islands

Theme – A Compelling Mid Argyll, Kintyre and the Islands				
Increase Profile				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.3.1, 1.3.2, 1.3.3, CO1 & ET01	Increase the profile of the Mid Argyll, Kintyre and the Islands area to attract economically active new residents (individuals and families) inward investors and visitors (with a potential to locate to Mid Argyll, Kintyre and the Islands) in order to promote economic development.	<b>A Mid Argyll, Kintyre and the Islands ‘think tank’ is established to consider how significant employment opportunities of international importance can be brought to the Mid Argyll, Kintyre and the Islands area by engaging the entrepreneurial strength and commitment of local business people.</b>	<b>Establish a ‘think tank’ by the summer of 2014.</b>	ABC, business community/employers and local communities throughout the Mid Argyll, Kintyre and the Islands area.
1.3.1, 1.3.2, 1.3.3, CO1 & ET01	Increase the profile of the Mid Argyll, Kintyre and the Islands area to attract economically active new residents (individuals and families) inward investors and visitors (with a potential to locate to Mid Argyll, Kintyre and the Islands) in order to promote economic development.	Creation of a Promotional Action Plan/Market Campaign with input from local communities and employers.  This will include addressing some key questions, such as: <ul style="list-style-type: none"> <li>• who is responsible?</li> <li>• resources required?</li> <li>• who we want to appeal to?</li> <li>• what are the Compelling messages for each key group?</li> <li>• how do we align with the other three Cs?</li> <li>• how do we reach target audiences?</li> <li>• who are our key partners?</li> <li>• how do we monitor?</li> </ul>	Delivery of approved plan/marketing campaign for Mid Argyll, Kintyre and the Islands with resources assigned, by summer 2014.	ABC Comms team, ABC departments, HIE, AITC and other appropriate Community Planning Partners.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Leader partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); Argyll and the Isles Tourism Co-operative Ltd (AITC).

## Oban, Lorn and the Isles Economic Development Action Plan

### By 2024, Oban, Lorn and the Isles will be:

- A **better connected and accessible place** with improved ferry services, road, rail, air and active travel links together with improved telecommunications networks and broadband coverage.
- A place of **outstanding natural and built heritage** with enhanced natural assets and new community owned facilities such as the Lismore Community Museum, the Luìng Atlantic Centre and the Coll Community Centre.
- A place that can offer a **wide range of housing choice** in places with modernised essential services and infrastructure, with a focus on larger scale growth in Oban, the Dunbeg Corridor and Tobermory in Mull.
- A **competitive place better connected to the global economy** with thriving island and mainland communities that provide an incentive for businesses to locate to, particularly at Dunstaffnage in relation to the European Science Park and the implementation of the Lorn Arc Tax Incremental Finance project together with major tourism related developments at Saulmore Farm and Tom Leith at Dunbeg.
- A **greener place** with community led smaller scale renewable energy projects, and wave and tidal projects that have helped grow the local and national economy.

### Overview

The town of Oban is an important transport hub and is a centre for local services, retail, marine and land based tourism, fishing, aquaculture, the Seafood Capital of Scotland, Gaelic culture and world-class marine research at the Scottish Association of Marine Science (SAMS) and the European Marine Science Park. The area is endowed with world-class tourist attractions and a variety of environments unsurpassed in Scotland. The island economies, although fragile, have the opportunity to build on their outstanding environment and heritage, such as Iona, in terms of its unique place in the story of Scotland and Christianity; and Mull as a centre for eco-tourism and the arts with Argyll and Bute's only theatre and arts centre, An Tobar.

### Key Facts for Oban, Lorn and the Isles (latest available):

- **Resident population 2011:** 19,992 a 4.3% increase since 2001.  
(A more detailed breakdown in population statistics will be undertaken during early 2014/15, for example, Tiree has witnessed a significant 15% decline in population over the period 2001 to 2011).
- **Total employee jobs 2012<sup>4</sup>:** 9,562
  - Total full-time employee jobs: 5,547
  - Total part-time employee jobs: 3,815.

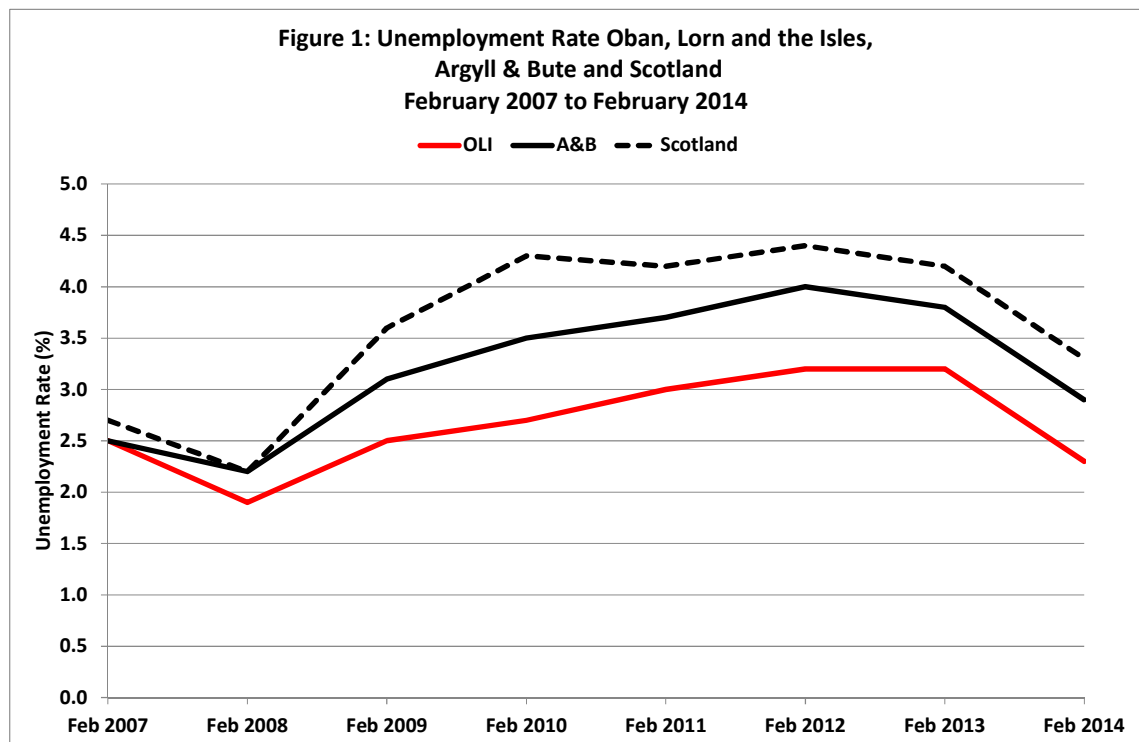
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<sup>4</sup> Source: Business Register and Employment Survey 2012 – using 2003 Census Area Statistics (CAS) wards. It should be noted that this data excludes voluntary workers, the self-employed, working owners who are not paid via PAYE, government supported trainees and HM forces. Self-employed data is only available at the Travel-to-Work (TTWA) area level – one TTWA relates to Oban while for the other Mull is amalgamated with Islay.

- **Key sectors (% of total employee jobs):**
  - healthcare: 18.9%;
  - tourism: 15.7%; and
  - retail: 9.3%

**Key Facts for Oban, Lorn and the Isles (continued):**

- **Business start-ups:** third quarter of 2013/14, five start-ups were supported, against a quarterly target of six. By the end of the third quarter, 16 start-ups supported year-to-date target of 16 (100% of target achieved).
- **Unemployment:** consistently below the Argyll and Bute and the national average as depicted in **Figure 1** below.



Source: Claimant Count, March 2014, NOMIS

- **Planning applications:** decrease of 23.3% from 2007/08 to 2012/13.
- **Pre-planning applications:** increase of 31.2% from 2011/12 to 2012/13.

Oban's role as the gateway to the Isles and principal service centre for the north of Argyll provides the engine room for growth in Lorn and beyond. The area-based Economic Development Action Plan needs to ensure that this potential for growth can be fully realised through a planned extension of Oban, including the Dunbeg Corridor; that at the same time addresses known infrastructure constraints, including the need for high quality affordable housing.

**Competitive Oban, Lorn and the Isles**

<b>Theme – A Competitive Oban, Lorn and the Isles</b>				
<b>Businesses: Business Audit</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
1.1.4, 1.1.5, 1.7.1, CO1 & ET01	Growing businesses and entrepreneurship in Oban, Lorn and the Isles.	<b>Undertake an audit of businesses in the Oban, Lorn and the Isles area in order to identify the businesses (included social enterprises) not supported by Business Gateway or accounted managed by Highlands and Islands Enterprise.</b>	<b>Complete the business audit by the end of March 2015 and identify gaps in business support.</b>	ABC (including Business Gateway), HIE and Oban BIDS.
<b>Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Oban, Lorn and the Isles</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
1.1.4, CO1 & ET01	Thriving and successful BIDS groups within the Oban, Lorn and the Isles area.	Business Gateway Advisers and other appropriate Argyll and Bute Council staff to continue to provide support and guidance to the Oban BIDS group and any other potential BIDS groups in the Oban, Lorn and the Isles area.	Identify opportunities for joint working between Argyll and Bute Council’s Business Gateway and Oban BIDS group throughout 2014/15.	ABC Business Gateway and Oban BIDS.
<b>Place: Town Centre Regeneration in Oban, Lorn and the Isles</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
2.6.1, CO11 & ET02	Regenerate our main town of Oban, building on the CHORD Programme in a manner that optimises sustainable economic growth.	<b>Expenditure of residual CHORD funding to conclude CHORD programme and support regeneration outcome.</b>  <b>Development of Masterplan for south Oban.</b>  Deliver a new Oban High School.	<b>Full business case signed off for the Maritime Visitor Facility, works start on site, during 2014/15.</b>  <b>Full business case sign off of Oban Public Realm works by September 2014; works start on site in October 2014.</b>  <b>Approved Masterplan.</b>	ABC, HLF and HIE.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); Business Improvement Districts Scotland (BIDS); Heritage Lottery Fund (HLF).

<b>Theme – A Competitive Oban, Lorn and the Isles (continued)</b>				
<b>Place: Argyll Marine Science Initiative, Dunstaffnage</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year and longer term)</b>	<b>Lead partners</b>
2.1.2, CO11 & ET02	Dunstaffnage/Dunbeg fulfils its potential for marine science job creation and investment and as a residential location.	Take forward the business case with stakeholders, aligned with the Lorn Arc, Tax Incremental Finance (TIF) initiative, to identify funding streams and responsibilities to deliver road infrastructure to enable development.	Commence delivery of Lorn Arc, TIF, during 2014/15.	ABC and HIE.
<b>Place: Oban as a University Town</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year and medium term)</b>	<b>Lead partners</b>
1.2.5, 1.4.1, CO11 & ET02	To ensure Oban and the surrounding rural communities are economically dynamic, sustainable and connected to distinct opportunities.	<b>Oban to become a Highlands and Islands University town:</b> <ul style="list-style-type: none"> <li>• <b>Oban Marine Academy;</b></li> <li>• <b>broad range of skills from practical nautical skills through to marine sciences;</b></li> <li>• <b>school curriculum aligned to sectoral employment opportunities; and</b></li> <li>• <b>businesses hold a milk round in Oban, Lorn and the Isles.</b></li> </ul>	<b>Undertake a scoping/feasibility study on positioning Oban as a university town by October 2014.</b>	ABC, HIE and AC UHI.
<b>Sustainable Economic Assets: Priority One - Renewable Energy in Oban, Lorn and the Isles</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
1.5.3, CO14 & ET03	Optimise renewable energy potential for the benefit of Oban, Lorn and the Isles to ensure we have a thriving, sustainable renewable energy sector with well-developed local supply chains and community benefits.	Support the development of the local energy supply chain within the Oban, Lorn and the Isles area.  <b>Scottish Islands Federation in partnership with Argyll and Bute Council to support individuals and organisations on Iona, Lismore, Luing, Mull and Coll to develop an Island Sustainable Energy Action Plan through the SMILEGOV project. (Other islands can join as appropriate).</b>	Six opportunities created for businesses to engage in direct supply chain contacts by end of March 2015.  <b>Training opportunities delivered through the SMILEGOV project with the local five island communities noted and other key stakeholders by the end of March 2015.</b>	SIF, ABC, HIE, ABRA and the five island communities.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); Argyll College, University of the Highlands and Islands (AC UHI); Scottish Islands Federation (SIF); Argyll and Bute Renewables Alliance (ABRA).

<b>Theme – A Competitive Oban, Lorn and the Isles (continued)</b>				
<b>Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Oban, Lorn and the Isles</b>				
<b>Tourism in Oban, Lorn and the Isles</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year and medium term)</b>	<b>Lead partners</b>
1.6.1, 1.6.2, CO1 & ET01	Move industry up the value chain, extend season and improve profile and propositions.	Work with local and national partners to stimulate tourism investment, particularly in places such as Oban, Iona, Mull and Tiree (to include culture and heritage (Gaelic), mountain biking, cycling, sailing and canoeing).	Increase in visitor numbers to the Oban, Lorn and the Isles area by 5%. (STEAM and DREAM data but cost will be incurred).	AITC, AISTP, VS, HIE and ABC.
2.7.4, CO11 & ET02	Develop cruise ship market value chain across Argyll and Bute and improve profile.	<b>Argyll and Bute Council works with partners to grow market.</b>  Develop Oban's North Pier Maritime Quarter and North Pier Maritime Visitor Facility – aligned to Lorn Arc TIF initiative.	<b>Increase number of cruise ships and passengers to the Oban, Lorn and the Isles area during 2014/15 by 10%.</b>  Completion of the North Pier Maritime Visitor Facility by September 2015 in order to grow Oban as a marine transport hub.	Cruise Scotland, ABC, Shipping Companies, VS and RYA.
1.6.1, CO1 & ET01	Argyll Coastal Waters project delivery.	Work in partnership to deliver this project across three key locations in Oban and Lorn (e.g. Arduaine, Seil and Ganavan).	Completion of Oban and Lorn infrastructure works for the Kayak Trail by end of April 2014.	ABC and STRAMASH.
<b>Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Oban, Lorn and the Isles</b>				
<b>Quality Food and Drink in Oban, Lorn and the Isles</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
1.6.1, CO1 & ET01	Sustainable food and drink supply chain that adds value across all its key components, primary producers to processors, in order to generate growth and wealth for Oban, Lorn and the Isles.	Build on the development of Oban as the 'Seafood Capital' of Scotland.  To support the Scottish Island Abattoir Programme, 2013-2015.	Increase in visitor numbers to the Oban, Lorn and the Isles area by 5%. (STEAM and DREAM data but cost will be incurred).  Delivery of discrete expert business mentoring support, business planning advice and capital support towards processing improvements for the Mull Abattoir by end of March 2015.	ABC (including Business Gateway), HIE, VS, AITC, AIAF and SAOS.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and the Isles Tourism Co-operative Ltd (AITC); Argyll and the Isles Strategic Tourism Partnership (AISTP); Visit Scotland (VS); Highlands and Islands Enterprise (HIE); Argyll and Bute Council (ABC); Royal Yachting Association (RYA); Argyll and the Isles Agricultural Forum (AIAF); Scottish Agricultural Organisation Society Ltd (SAOS).

## Connected Oban, Lorn and the Isles

Theme – A Connected Oban, Lorn and the Isles				
Digital Connectivity/Utilities in Oban, Lorn and the Isles				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (medium term and longer term)	Lead partners
2.2.1, CO11 & ET02	Superfast broadband to 85% – 90% of the population by 2020.	Argyll and Bute Council will work closely with HIE to ensure the success of their digital infrastructure project across Oban, Lorn and the Isles.  Argyll and Bute Council will work closely with Community Broadband Scotland to ensure that communities receive the 2mbps broadband provision	Argyll and Bute interests are safeguarded and the HIE project meets its targets for Argyll and Bute, including Oban, Lorn and the Isles.  Fibre technology infrastructure into Oban by May 2014.  Maximise the £5 million funding available from Community Broadband Scotland.	ABC, HIE, BT, and Ofcom.
2.2.2, CO11 & ET02	Improved mobile phone signal quality and coverage levels throughout Argyll and Bute.	Identify the impacts of various mobile providers' development plans on coverage across Argyll and Bute.  Develop plans with partner organisations to work with the industry to maximise coverage across Argyll and Bute.	Continue to influence mobile phone providers to upgrade coverage across Argyll and Bute, including Oban, Lorn and the Isles.	ABC and HIE.
2.3.1, CO11 & ET02	Grid – Improvements to transmission network	Argyll and Bute Council communicates needs to the national grid.	Through ABRA continue to influence the National Grid to increase capacity on the network.	National Grid and ABRA.
Transport Infrastructure: Road, Ports and Harbours/Ferries, Air, Rail, Cycling and Walking in Oban, Lorn and the Isles				
Road				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
2.1.2, CO11 & ET02	Road – upgrade and maintain council road network and for trunk roads (A82, A85).	Participation in working groups e.g. Transport Scotland A83 Working Group, Argyll Timber Transport Group.  Kirk Road upgrade and realignment.  Work with the Kerrera community on an application to the Coastal Community Fund for Kerrera road (south to north of island).	Roads asset planning and maintenance strategy aligned to the preparation of an Infrastructure Action Plan with the inclusion of the Oban, Lorn and the Isles area.  Submission of application by end of April 2014.	TS, ATTG, RTPs, HIE and AISTP.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); British Telecom (BT); Argyll and Bute Renewable Alliance (ABRA); Transport Scotland (TS); Argyll Timber Transport Group (ATTG); Regional Transport Partnerships (RTPs); Argyll and the Isles Strategic Tourism Partnership (AISTP).

<b>Theme – A Connected Oban, Lorn and the Isles (continued)</b>				
<b>Transport Infrastructure: Road, Ports and Harbours/Ferries, Air, Rail, Cycling and Walking in Oban, Lorn and the Isles (continued)</b>				
<b>Port and Harbours/Ferries</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (medium term)</b>	<b>Lead partners</b>
2.7.4, CO11 & ET02	Realise greater economic development benefit from our ports and harbours and explore opportunities arising from Scottish Ferries Plan and safeguard Argyll and Bute Council's interests.	Argyll and Bute Council works with Transport Scotland to explore transfer of Council ferry services.  Influence ferry operator to align with commuter needs i.e. ferry arriving from Mull prior to 10 a.m.	Transfer of responsibility of Council operated ferry services to TS in 2015/16.  Establish a sailing from Mull to Oban at 7 a.m. (Good progress being made further to a meeting with Calmac on 8 April 2014).	SG, TS and Calmac.
<b>Air Services</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
2.1.3, CO11 & ET02	Continue to grow patronage on Argyll and the Isles Air Services and explore options to be included in a larger air PSO network.	Argyll and Bute Council works with HITRANS, Western Isles Council and Transport Scotland to explore options for a West of Scotland PSO network, to include a regular commercial air link between Oban and Glasgow/Oban to Barra.	Increase annual number of PSO air passengers carried.	Western Isles Council, TS, HITRANS, HIAL, Air operators.
<b>Rail Services</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>
2.1.2, CO11 & ET02	Safeguard and influence the improvement of rail links to, from Oban to central Scotland.	Support the initiative of five train services a day to Oban (school run provision).	Service launch in May 2014.	ScotRail and Hi-Trans.
<b>Cycling and Walking</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year and medium term)</b>	<b>Lead partners</b>
2.1.2, 2.1.4, CO11 & ET02	Improve cycling and walking network across Argyll and Bute and improve active travel network, for example, Core Paths Plan, 2013, West Highland Way, Oban to St. Andrew's Pilgrim's Way and Columba Pilgrimage Way.	Bid submitted to Sustrans, 14 Feb 2014 – Community Link Programme.	Completion of Oban to Fort William cycleway in Argyll by 2015.	ABC, TS, Sustrans, HC, FCS and AICCT.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.

Lead partners: Scottish Government (SG); Transport Scotland (TS); Highlands & Islands Airports Ltd (HIAL); Argyll and Bute Council (ABC); Highland Council (HC); Forestry Commission Scotland (FCS) Argyll and the Isles Coast and Countryside Trust (AICCT).



## Collaborative Oban, Lorn and the Isles

Theme – A Collaborative Oban, Lorn and the Isles (continued)				
Skills Development				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
3.6.6, 5.6.7, CO1 & ET01	Skills development interventions respond to the needs of the Oban, Lorn and the Isles economy and support individuals and businesses realise their full potential.	<b>Deliver a skills audit for Oban, Lorn and the Isles aligned to the proposed Argyll and Bute Skills Investment Plan, led by Skills Development Scotland.</b>	<b>Completion of Skills Audit by end of March 2015.</b>	ABC, SDS and HIE.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
 Leader partners: Leader partners: Argyll and Bute Council (ABC), Skills Development Scotland (SDS); Highlands and Islands Enterprise (HIE).

**Compelling Oban, Lorn and the Isles**

Theme – A Compelling Oban, Lorn and the Isles				
Increase Profile				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.3.1, 1.3.2, 1.3.3, CO1 & ET01	Increase the profile of the Oban, Lorn and the Isles area to attract economically active new residents (individuals and families) inward investors and visitors (with a potential to locate to Oban, Lorn and the Isles) in order to promote economic development.	<p><b>Creation of a Promotional Action Plan/Market Campaign with input from local communities and employers.</b></p> <p><b>This will include addressing some key questions, such as:</b></p> <ul style="list-style-type: none"> <li>• <b>who is responsible?</b></li> <li>• <b>resources required?</b></li> <li>• <b>who we want to appeal to?</b></li> <li>• <b>what are the Compelling messages for each key group?</b></li> <li>• <b>how do we align with the other three Cs?</b></li> <li>• <b>how do we reach target audiences?</b></li> <li>• <b>who are our key partners?</b></li> <li>• <b>how do we monitor?</b></li> </ul>	<b>Delivery of unified approved plan/marketing campaign for Oban, Lorn and the Isles with resources assigned, by summer 2014.</b>	ABC Comms team, ABC department, HIE, AITC and other appropriate Community Planning Partners.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.  
 Leader partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); Argyll and the Isles Tourism Co-operative Ltd (AITC).

**ARGYLL AND BUTE POPULATION SUMMIT  
FRIDAY 9 MAY 2014  
QUEENS HALL, DUNOON**

**Conference Chair: Mark Stephen**

(Journalist and Broadcaster (radio Scotland) who has chaired wide range of conferences, including Scottish Government Resilience Conference last year, and Police Scotland Summit)

<b>09.30 – 10.00</b>	<b>Registration and refreshments</b>
<b>10.00 – 10.05</b>	<b>Welcome/Opening Remarks</b> <ul style="list-style-type: none"> <li>• Mark Stephen - Conference Chair</li> </ul>
<b>10.05 – 10.25</b>	<b>Overview/Argyll and Bute Context</b> <ul style="list-style-type: none"> <li>• Dick Walsh, Leader of Argyll and Bute Council</li> <li>• Sally Loudon, Chief Executive Argyll and Bute Council</li> <li>• Barry McEwan, Chief Superintendent, Police Scotland</li> </ul>
<b>10.25 – 11.15</b>	<b>Doing Business in Argyll and Bute</b> <ul style="list-style-type: none"> <li>• Aggregate Industries - Aggregate Industries quarries, manufactures and supplies a wide range of heavy building materials to the construction industry. <b>(tbc)</b></li> <li>• Prof Lawrence Mee, Director Scottish Association for Marine Science (SAMS) – promotes marine research and education in Scotland. <b>(tbc)</b></li> <li>• Connie Lovell - Mount Stuart – Bute is a key example of the challenges we face – has experienced 6 decades of population decrease, and has the highest unemployment rate across Argyll and Bute. Connie Lovell is also the co-chair of the Argyll and the Islands Strategic Tourism Cooperative.</li> <li>• James McGarry Chief Executive, GSS Marine Services Rhu – locally based marine engineering business with over 200 employees (40 based in Argyll and Bute). Supports MOD, offshore renewables, marine construction, civil engineering etc. <b>(tbc)</b></li> </ul>
<b>11.15 – 11.30</b>	<b>Highland and Islands Enterprise – Growth Opportunities/ Regional Perspective</b> <ul style="list-style-type: none"> <li>• Alex Paterson, Chief Executive</li> </ul>
<b>11.30 – 11.50</b>	<b>Refreshment Break</b>
<b>11.50 – 12.10</b>	<b>Academic Perspective</b>

	<ul style="list-style-type: none"> <li>• tbc</li> </ul>
<b>12.10 – 13.00</b>	<b>John Swinney MSP – Cabinet Secretary for Finance and Sustainable Growth</b> <ul style="list-style-type: none"> <li>• Speech/Q&amp;A/Discussion</li> </ul>
<b>13.00 – 14.00</b>	<b>Lunch and Networking</b>
<b>14.00 – 14.20</b>	<b>Scotland Food and Drink</b> <ul style="list-style-type: none"> <li>• James Withers, Chief Executive (<b>tbc</b>)</li> </ul>
<b>14.20 – 15.00</b>	<b>Young People’s Perspective</b> <ul style="list-style-type: none"> <li>• Selection of young apprentices, students, graduates, entrepreneurs from across Argyll and Bute</li> </ul>
<b>15.00 – 15.30</b>	<b>Closing Remarks/Next Steps</b> <ul style="list-style-type: none"> <li>• Michael Russell MSP</li> </ul>
<b>15.30</b>	<b>Conference Close</b>

**MacInnes, Hazel**

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**From:** cppadmin  
**Sent:** 16 April 2014 14:04  
**To:** McMillan, Diane  
**Subject:** FW: Community Planning Partnership Conference

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**From:** [Iain.Murray@scotland.gsi.gov.uk](mailto:Iain.Murray@scotland.gsi.gov.uk) [<mailto:Iain.Murray@scotland.gsi.gov.uk>]

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**Subject:** Community Planning Partnership Conference

To Community Planning Managers Network

Across Scotland, CPPs continue to deliver across a range of outcomes that are key to making Scotland a better place for everyone who lives here. A common theme through the SOA quality assurance process and in discussions with the Network is how we can better share those positive experiences and learn from each other.

To that end, a conference is being organised on the 5<sup>th</sup> June 2014 at the Quincentenary Conference Centre at the Royal College of Surgeons in Edinburgh.

The Scottish Government is working with a range of partners, including the CPP Managers Network reference group, to develop a conference programme which celebrates progress so far, shares experience and inspires future development of sustainable and robust Community Planning Partnerships.

There are 200 places at the conference and the bulk of those attending will be from CPPs. We are allocating 5 places for each CPP. So, I am writing to you to invite you and an additional team of 4 key operational and delivery managers to attend the event representing your CPP. We would like you to include a range of partners and successful projects from across the CPP which are making a difference to communities, improving outcomes and driving public service reform. We are making your Local Third Sector Interface aware of this invitation so that they can work with you to ensure a good representation from the Third Sector.

I would be grateful if you could hold the date and start identifying your CPP team to attend. We will be in touch shortly with registration details and more information on the programme.

We look forward to seeing you on 5 June.

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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