



Argyll and Bute
communityplanningpartnership

Argyll and Bute Community Planning Partnership

Annual Report 2014 - 2015 Delivery Plans

Single Outcome Agreement (2013 - 2023)

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

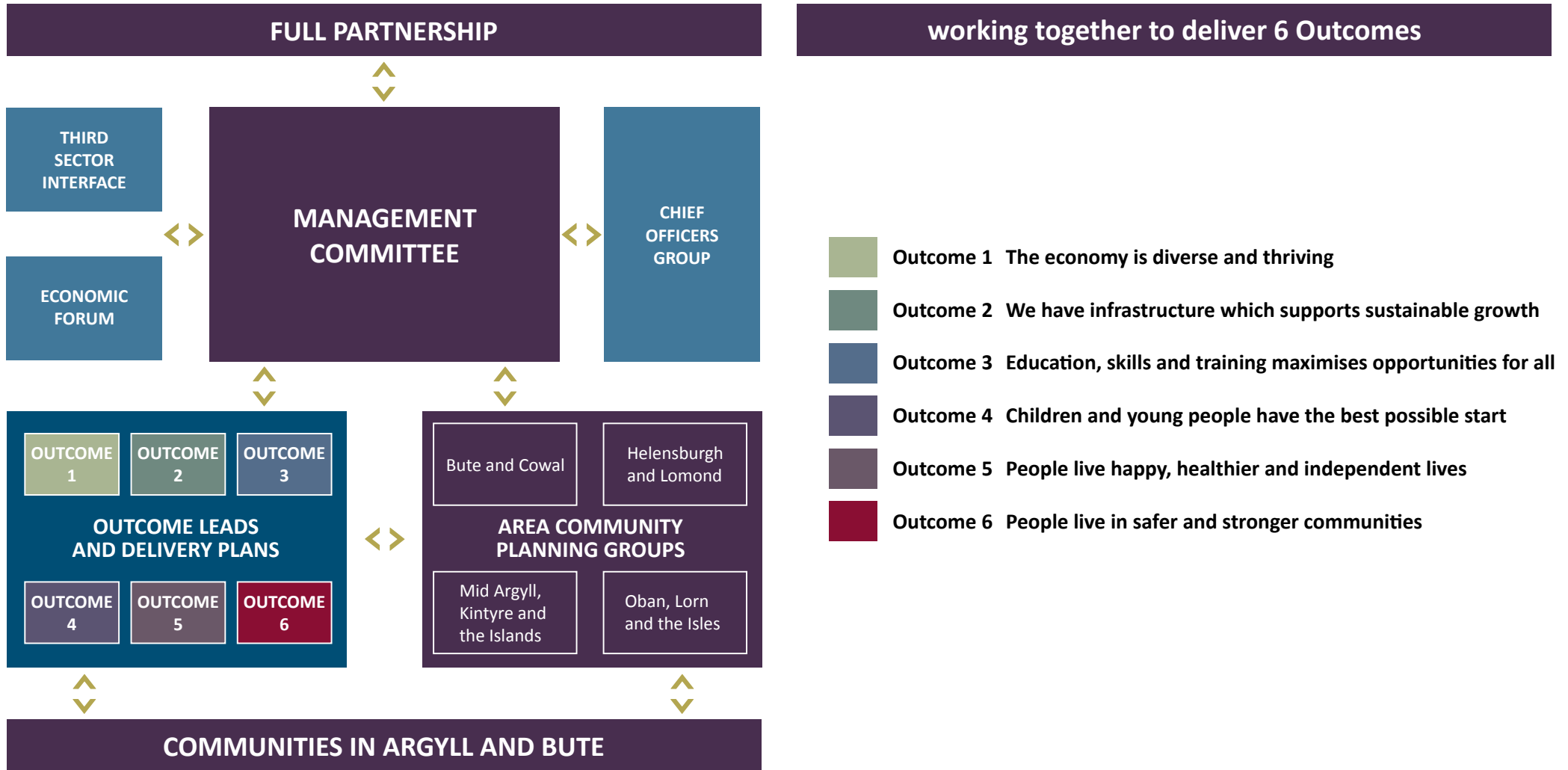


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Community Planning in Argyll and Bute





Delivery plan for Outcome 1

The economy is diverse and thriving

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

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2014 - 2015

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

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

Short term outcome lead - David Smart, HIE

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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.		Number of businesses exporting for the first time.	4	March 2015
			Increase in international turnover through HIE support.	£2.5M annual	
1.1.4	Support Business Growth (including social enterprise) through HIE / SE account management and Business Gateway (BG).	HIE Head of Regional Development	Growth in business turnover (HIE).	£6M annual	
			Jobs created/retained (HIE).	100 annual	
		ABC Head of Economic Development	Number of businesses taking up growth grant opportunity (BG).	26	
			New account managed businesses (HIE).	8 of which 3 from BG growth pipeline Key actions implemented	
1.1.5	Review business support mechanisms in Argyll and Bute.	ABC Head of Economic Development	Report prepared and 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 (and Specialist advisory services).	6 annual	
			Institute of Directors – Director training for account managed clients (and EDP masterclasses).	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 Economic Development Manager	New courses to be run by BG in a number of areas across Argyll and Bute.	Minimum of 4 courses held	March 2015

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

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
1.2.1	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	Develop a cross sectoral (Private, Public and Third sectors) Action Plan to attract new residents to Dunoon and Cowal.		Action Plan developed to secure inward investment / new residents to Dunoon.	Plan completed, approved and implemented	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

SHORT TERM OUTCOME 1.3 To create the right environment where more people choose to live, work, visit and invest in Argyll and Bute

Short term outcome lead - Fergus Murray, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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 economic summit.	Summit held	November 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

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

Short term outcome Lead - Lucinda Gray, HIE

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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

SHORT TERM OUTCOME 1.5 To ensure we have a thriving, sustainable renewable energy sector with well-developed local supply chains and community benefits

Short term outcome lead - Audrey Martin, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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	Community wind farm benefit framework in place.	Framework agreed	March 2015
			Appointment of Energy Skills Education Post in partnership with Scottish Power Renewables (SPR) and to be hosted by 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	Financial closure by developer and project fully consented.	September 2015	March 2017
		Scottish Power	Installation completed.	December 2016	
1.5.3	Support the development of the local energy supply chain.	HIE Head of Projects and Partnerships Team	Number of opportunities created for businesses to engage in direct supply chain contact.	6	March 2015
		ABC Projects and Renewables Manager	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 HIE Head of Strengthening Communities Team	Increase in number of businesses becoming members of AITC through their local marketing groups.	Membership to reach 800	March 2015
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	
		Argyll and Bute Council Improvement Manager	Implement the Gaelic Action Plan.	Plan implemented	
1.6.3	Support the delivery of high quality tourism experiences across Argyll and Bute.	HIE Head of Strengthening Communities	Support implementation of 3 capital projects.	Funding approved	
1.6.4	Build upon the local food and drink offering.	HIE Head of Strengthening Communities	Account manage tourism and cultural businesses and social enterprises.	15 relevant organisations being account managed	
			Deliver collaborative food, drink and tourism projects.	2 projects delivered	

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

Short term outcome lead - Ishabel Bremner, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.7.1	To increase business starts in each of the four council administrative areas.	ABC Economic Development Manager	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	

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

Short term outcome lead - Fergus Murray, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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	March 2015
			Marketing campaign to promote Argyll and Bute as a great place to live, work and play.	Campaign prepared	December 2014
1.8.3 Ref 3.2.4 And Ref 3.2.5 1.8.2	To optimise public sector employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc. 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 ABC Head of Service – Improvement and HR	Establish a protocol for creating modern apprenticeships on a pan CPP basis.	Protocol established	End April 2015
					March 2015
					March 2015
1.8.4	Optimise local benefits through public sector procurement process through continued usage of supplier development programme, utilising community benefit clauses where appropriate.	HIE Head of Operations 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"> • Argyll and Bute Renewables Alliance • Argyll and the Isles Strategic Tourism Partnership • Argyll and Bute Employability Partnership • Third Sector and Communities Strategic Partnership 	<ul style="list-style-type: none"> • Argyll and Bute Local Housing Strategy • Argyll and Bute Skills Pipeline • Argyll and Bute Youth Employment Activity Plan • Argyll Voluntary Action Strategic Plan • CHORD / CARS programme • TIF programme • Economic Development Action Plan • Scottish Government Economic Strategy • Highlands and Islands Enterprise Operating Plan • Local Development Plan • Opportunities for All Development Plan • Renewable Energy Action Plan • Roads Asset Management and Maintenance Strategy • Scottish Enterprise Operating Plan • Scottish Ferries Plan • Strategic Housing Investment Plan 2013-18, • Strategic Infrastructure Plan (proposed) • Third Sector Partnership Business Plan
Glossary of Abbreviations	
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
CARS	Conservation Area Regeneration Scheme

Case Studies for Outcome 1

Rothesay Pavilion



The Rothesay Pavilion has been an iconic part of the townscape of Rothesay since its construction in 1938. The Category A listed Art Deco building, exposed on the seafront since the 1930's, is now in poor condition and requires significant re-development. The £8 million funding package for the Rothesay Pavilion project, led by Argyll and Bute Council, was finalised in early 2015 with HIE contributing £750K towards the capital project. This project is expected to realise extensive social and economic outcomes by delivering a focal point for the community and creating a sustainable creative hub in Rothesay. It has the potential to be a significant catalyst for regeneration and change on the island of Bute, which is a HIE priority area for action. The project is widely recognised as a key element to any future plans for the island by the community, the public sector and recently by SURF, through a partnership collaboration project with HIE and the Community.

The building will close in September 2015, with work starting in January 2016 and completion planned for July 2017. Once the capital build is completed, ABC will grant a 25 year lease to the Rothesay Pavilion Charity which has been set up to manage the venue on behalf of the community and is being supported by HIE through an investment of £38K towards a development manager. This post is supporting the Charity as it evolves, generating partnerships, building capacity and implementing strong systems, governance and good practice from the outset.

Among a broad range of outcomes Rothesay Pavilion Project is expected to deliver an increase in turnover in the social economy of £287K per annum, 14 FTE jobs, 40 community groups engaged and a raised profile of Bute as an island with a rich cultural offering.

European Marine Science Park

The European Marine Science Park, situated 3 miles east of Oban, demonstrates our region's success in growing the life sciences sector, supports the unique marine science cluster of activity in our region, and aims to attract inward investment and jobs into Argyll. Phase 1 can support up to 125 jobs.

HIE developed the Science Park, investing £6.0m to date, in order to enable new and expanding companies, as well as inward investors, to locate to the region and further develop the world-class centre of excellence in Marine Science. The Dunstaffnage site is already an internationally recognised centre of excellence for marine science. The Scottish Marine Institute at the same location is home to the Scottish Association of Marine Science (SAMS), an academic partner of the University of the Highlands and Islands, and the European Centre for Marine Biotechnology, which offers incubation space for start-up companies. Two tenants are currently at the park, supporting 20 jobs. Fergus Ewing MSP formally opened the development on 21st November 2014.

Benefits to the business community include increased access to research, opportunities for knowledge exchange and the wider benefits of being part of a significant cluster of international expertise.

Portavadie Marina

Portavadie Marina opened in 2007 and the company has developed an award winning resort that now boasts a 230 berth marina, breakwater, luxury apartments, studio apartments, a couples retreat, a visitor lodge with staff accommodation, two restaurants, a bar, berth-holder facilities, landscaping and a venue for weddings, conferences and functions. HIE has been working closely with the business and financial support of £0.9 million has leveraged an £8 million investment into the area as part of the resort's plan to become one of Scotland's "must visit" destinations. In 2015 it will open a new Spa and Leisure facility which will include an indoor and outdoor infinity swimming pool, spa facilities, a steam room, a sauna and a gym.

Consultation with guests and users of the facilities provided by the resort, including local residents, highlighted that providing these facilities would be the most important feature that would influence them to make multiple return visits and to stay longer at the resort.

Kintyre Eggs

A Kintyre farm that sells its eggs to customers across Argyll and beyond is expanding further following a Business Gateway Plus Growth Grant. Kintyre Eggs started with 500 hens but as demand increased for fresh, free range eggs additional hen houses were built and there are now nearly 3000 hens on the farm.

The growth grant enabled the purchase of equipment which collects and sorts eggs more efficiently enabling the business to sell to shops throughout Argyll and beyond to Glasgow. The business is also in the process of opening a farm shop and has ambitions to expand their range of products and include a visitors section.

Business Gateway were also able to signpost Kintyre Eggs to other potential funding sources to aid further expansion.



Delivery plan for Outcome 2

We have infrastructure
which supports
sustainable growth

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

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OUTCOME 2 We have infrastructure which 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
- SPT
- Loch Lomond and the Trossachs National Park

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

SHORT TERM OUTCOME 2.1 The transport connectivity across Argyll and Bute is improved

Short term outcome lead - Fergus Murray, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.1.1 Ref 6.4.2	To support Transport Scotland with their planned improvement works to the A82, A83 and A85	ABC Head of Roads and Amenity Services	Number of incidences resulting in the trunk road network not being available.	No more than 3 occurrences per annum	March 2016
	To support Transport Scotland with their planned improvement works to the A82, A83 and A85 with a focus on journey time, reliability and network improvement		Increased investment on a year on year basis to achieve the action.	Year on year increase in investment	March 2015
2.1.2	To produce a Local Development Plan Action Plan with a focus on economic growth for Argyll and Bute covering essential services, 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 LDP Action Plan	April 2015
2.1.3	To achieve a new service of a regular commercial air link between Oban and Glasgow/ Oban to Barra.	ABC –Strategic Transport Manager	Development of business case study to identify air opportunities.	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	December 2015

SHORT TERM OUTCOME 2.2 The digital connectivity across Argyll and Bute is improved

Short term outcome lead - Fergus Murray

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.2.1	Deliver the roll out of high speed next generation broadband.	HIE/Scottish Government	Number of premises in Argyll and Bute Rest of Scotland area with access to high speed broadband.	90% (0% existing)	Rest of Scotland (Helensburgh and Lomond) 2017
			Number of premises in Argyll and Bute Highlands and Islands area with access to high speed broadband or above.	80% (0% existing)	
			Number of areas targeted by community scheme.	100% of eligible communities	
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% (46% existing)	Highlands and Islands (BC, MAKI,OLI) Dec 2016 Community Scotland Broadband 2015 (Areas to be agreed) October 2017
			Reduce the number of hot spots.	Provide coverage to 7 hot spots by 2016	

SHORT TERM OUTCOME 2.3 The grid connectivity across Argyll and Bute is improved

Short term outcome lead - Fergus Murray, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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.	Physical investment in the Grid network to increase capacity and allow new projects to connect	March 2017

SHORT TERM OUTCOME 2.4 To ensure that housing supports future economic success and a growing population

Short term outcome Lead - Moira MacVicar, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.4.1	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
4.5.9			Number of housing units upgraded to a tolerable standard.		
2.4.3	Increase the supply of housing development opportunities within Argyll and Bute	ABC Development Policy Manager	Number of new housing sites identified within the Local Development Plan by July 2015.	20	July 2015
2.4.4	Ensure the development planning process supports the development of housing in Argyll and Bute	ABC Development Manager (planning)	Percentage of Planning Applications Approved.	90%	

SHORT TERM OUTCOME 2.5 Our essential utilities can facilitate economic growth across Argyll and Bute

Short term outcome lead - Alan Morrison

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.5.1	Ensure there is sufficient water and waste water infrastructure capacity to support sustainable economic growth.	Regulatory Services Manager, ABC	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

SHORT TERM OUTCOME 2.6 To secure a sustainable and vital future for our town centres

Short term outcome lead - Fergus Murray, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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

SHORT TERM OUTCOME 2.7 To optimise our public assets to best facilitate sustainable economic growth

Short term outcome lead - Fergus Murray, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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.	Delivery of pilot	December 2015
2.7.3	Deliver a Built Heritage Strategy for Argyll and Bute.		Production of Strategy.	Strategy agreed	September 2015
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

SHORT TERM OUTCOME 2.8 To ensure that there is a generous supply of commercial property and developable land to support sustainable economic growth

Short term outcome lead - Angus Gilmour, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.8.1	To develop a marketing strategy to dispose of public sector surplus property and land.	ABC – Head of Facility Services	Development and implementation of a strategy.	Strategy complete	April 2015
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	
2.8.3	Ensure that there is sufficient business land available to develop.	ABC – Development Policy Manager	Adoption of Local Development Plan.	64 Ha. of available land designated for use	December 2014

Strategic Partnerships	Supporting strategies / plans
<ul style="list-style-type: none"> • Argyll and Bute Strategic Housing Forum • Argyll and the Isles Coast and Countryside Trust • ABRA • Community Broadband Scotland • Digital Scotland • Hi-Trans 	<ul style="list-style-type: none"> • 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

Glossary of Abbreviations	
ABRA	Argyll and Bute Renewables Alliance
TIF	Tax Incremental Finance Scheme

Case Studies for Outcome 2

Upgrade of Loch Awe and Connel railway stations

The upgrade of the Loch Awe and Connel railway stations came after significant investment in local rail services which doubled the number of trains between Oban and Glasgow to 6 per day. This was a partnership project between Sustrans, Scotrail, Argyll and Bute Council and HITRANS and involved improving pedestrian and cycle access to the stations by installing improved surfacing and street lighting. In addition, HITRANS and Argyll and Bute Council jointly funded new waiting shelters at Taynuilt and Dalmally Stations. It is considered that the improvements will provide increased opportunities for travel between Oban and outlying villages and in doing so will encourage alternative means of travel.

The works at Loch Awe Station involved upgrading the main access route by installing an improved surface and street lighting. Dropped kerbs were also installed at the entrance to the station from the adjacent A85 trunk road to improve access for pedestrians and cyclists.

The access to Connel station is also used by HGV's to access a local oil distribution centre. Previously, there were no footways or street lighting on this route creating a potential hazard, particularly during darker winter months. The works here involved the installation of new lighting and a painted walkway delineating a shared surface. This project also complements the Community Links path constructed at Connel in 2013 - 2014. These two upgrades cost in the region of £130,000 with the new LED lighting at the two stations costing £70,000.

New mobile mast and access to communications

In response to the lack of mobile signal on the Isle of Coll, the local community began working with the Scottish Government on a project to provide a new mobile mast on the island. The project is a collaboration between the Scottish Government, Scottish Futures Trust, Vodafone, Mono Consultants, Wireless Infrastructure Group and the local community – Development Coll.

Vodafone expressed interest in working with the local community and the Scottish Government to see whether a model can be created where mobile equipment is provided, at its own cost, on the basis that it could use the mast free of charge. This would enable them to provide a mobile service across Coll by integrating it into their national network. The mast would then have to be maintained by Development Coll and the mobile service supported by Vodafone for at least 15 years.

The main issue with the provision of this model was the expectation that Development Coll would fund the mast's maintenance. This was addressed by approaching organisations who would be beneficiaries of the mobile service and that may be able to support the initiative including Project Trust, Scottish Fire & Rescue, NHS Highland and Argyll & Bute Council. The Council is currently agreeing the details of this support with Development Coll.

The new service was switched on in March 2015 and by providing access to 2G, 3G and 4G telecommunications services means that Coll is the first island in Scotland to have a 4G service allowing mobile broadband connections in the region of 20 megabits per second in addition to voice services. Coverage is also reaching parts of Tiree and Mull.

Kintyre-Hunterston Connection

Kintyre-Hunterston Connection is a project to reinforce the 132kV transmission network on Kintyre by providing a new 132kV connection between Carradale Substation and the new Crossaig substation. The estimated capital cost of providing this transmission reinforcement was in the region of £200m.

The project has been split into 3 main components:

- A new 220/132kV substation in Crossaig forest;
- A replacement overhead line from the existing Carradale substation 14.4km north to the new Crossaig substation; and
- An underground cable connection and associated access track will lead from the new Crossaig substation to Port a'Mhidair across the Kilbrannan Sound and Firth of Clyde (north of Arran) to Ardneil Bay in North Ayrshire. Here, a connection by underground cable to Hunterston substation will complete the connection and upgrade requirements.

The existing 132kV overhead line will be dismantled following commissioning of the subsea link. Construction commenced on August 2013 and the works are due to be complete in October 2015. There has been on going consultation with the communities affected throughout the life of the project.

The need for this reinforcement is driven by the growth of renewable generation in Kintyre and the growing stress on the existing transmission network in the area. SSE have already connected or contracted 454MW of generation and we foresee around 170MW of potential additional connection applications on the near horizon. The project links to the overarching vision within the Renewable Energy action Plan which see to secure maximum local economic benefit from renewable proposals.

Rothesay THI

Rothesay THI is a 5 year heritage-led regeneration project (2011-2016) which seeks to improve the island gateway. The partnership project comprises a pot of funding consisting of the following:

- Heritage Lottery Fund - £1.5 million
- Argyll and Bute Council - £560,186
- Historic Scotland - £499,933
- Leader - £93,777

The £2.6 million partnership investment has been carefully targeted to enhance Rothesay town centre, specifically the Guildford Square area, with a view to improving the visitor's first impression. When owner contributions are included, the total investment increases to £4 million.

The project has sought to offer a grant to property owners to assist with the cost of repairing their building or shop front in order to safeguard the town's historic properties for future generations and to encourage visitors to the town. This has required a willingness from owners to participate in the project, and for owners to work alongside neighbours to create owners' associations and to make financial commitments to the project. As a result, a total of 68 grants have been awarded to:

- Help with the cost of redeveloping a prominent gap site
- Return 4 tenements to a good state of repair
- Make repairs to 9 smaller scale buildings
- Restore 10 shop fronts

As a direct result of the works, 4 Bute based construction jobs and 2 Bute based apprenticeships have been created. In addition, the project has sought to support the enhanced skills development of those involved in the works by hosting 18 training courses on a range of either heritage related subjects or subjects with potential to support the economic growth of the town, such as sash and case window repair or merchandising for business owners.

Complementary to this, 33 events have been delivered to celebrate the island's unique character, using film, theatre and exhibitions or through heritage walks, talks and storytelling activities.



Delivery plan for Outcome 3

Education, skills and
training maximises
opportunities for all

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

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

Outcome Lead - Cleland Sneddon, ABC

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 - Ann 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 (Policy and Performance)	Attainments in literacy and numeracy – reporting on levels of attainment across CfE levels early – 4 (3 years to 15 years).	Establish baseline by September 2015	September 2015
3.1.2	Develop a range of programmes, courses and 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)	<p>Implementation of new exam framework for National 4s and 5s and new Higher – reporting on levels of attainment (15 years to 18 years).</p> <p>Achievement of the programme of wider achievement and certification including skills for work.</p> <p>Implementation of the programme of wider achievement and certification including skills for work.</p> <p>All S3-S6 pupils eligible for Career Management Skills have access to Career Management Skills, the “My World of Work” website and Labour Market Information sessions provided by Skills Development Scotland.</p> <p>Curriculum Planning Meetings held with Argyll College UHI and each of our 10 secondary schools to ensure that the college and school curriculum reflects the local job market.</p> <p>The percentage of young people moving into a positive destination after completion of an Activity Agreement.</p> <p>Number of Skills for Work courses offered by schools and partners (Argyll College) which reflect local labour market opportunities.</p>	<p>To be advised – measure to be redone as part of new exam framework</p> <p>35 courses</p> <p>1400 students</p> <p>100% compliance</p> <p>100% compliance</p> <p>70% each quarter</p> <p>55 courses</p>	

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 (Inclusion and Integration)	Coordinated support plans are in place with input from NHS, educational psychologists, social work and third sector where appropriate.	100% compliance	September 2015
			100% of children with a plan have appropriate educational support allocated to them.		
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	Each of our looked after children has a pathway plan in place.	100%	September 2014
		Education Manager (Inclusion and Integration)	100% of looked after young people who require a work placement should be offered a work experience opportunity with Argyll and Bute Community Planning Partners.	100% compliance	Review in 2016
3.1.5 Ref 4.4.2	Increase the number of young people achieving accredited learning opportunities.	Youth Services Manager	The number of young people gaining accredited achievement awards through council youth services.	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.	Economic Development Manager, ABC	Successful implementation of Argyll and Bute Employability Partnership Strategic Skills Pipeline and Youth Employment Activity Plan.	Plan implemented	2017
			Creation of local economic profiles within the local economic development actions plans.	Local economic profiles completed	September 2014
3.2.2 Ref 4.3.5	Increase the number of opportunities for work placements for Senior Phase pupils.	Education Manager (Learning and Achievement)	Increased number of opportunities for pupils in S4-6 to participate in relevant work placements.	Establish a baseline	Review for 2014/15
		HIE SCOTGRAD programme	Increased number of summer placement opportunities and graduate placement positions through the SCOTGRAD programme.	6 per annum	
		AVA Chief Executive	Number of young people completing PX2 (junior version of STEPS for Excellence course).	40 young people per annum	
3.2.3	Provide new and existing SMEs in Argyll with the opportunity to access business skills workshops to help them develop.	Economic Development Manager	Number of Business Gateway workshops delivered in Argyll and Bute.	65	March 2015
			Number of attendees at Business Gateway workshops delivered in Argyll and Bute.	370	Review 2017
			Number of individuals / enterprises receiving one to one business adviser support from Business Gateway in Argyll and Bute.	345	December 2014
3.2.4 Ref 1.8.3	Encourage local apprenticeships and training programmes which align with the demands of the local job market.	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 Ref 1.8.3	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
3.2.7	Develop a curriculum for Argyll College which is responsive to local needs.	Principal Argyll College UHI	College strategic plan 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 completed	September 2014
3.2.9	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

3.3 To enhance the contribution of our communities to school curricula

Short term outcome lead - Ann Marie Knowles, ABC

	Actions on this short term outcome	Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
3.3.1	Improve the quality of information available which promotes our schools.	Website Manager, Argyll and Bute Council	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
3.3.4	Pursue creative arts and digital media opportunities within our schools with appropriate community organisations.	Education Manager (Learning and Achievement)	Ensure that each school's improvement plan contains opportunities for the pursuit of 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

3.4 To promote volunteering opportunities to young people within Argyll and Bute

Short term outcome lead - Martin Turnbull, ABC

	Actions on this short term outcome	Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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.	40 and increase by 5% annually	Review 2017
3.4.2	Deliver Involvement Training Programme to develop young people's leadership and participation skills.		Number of young people attending training.	30 per annum	Review 2017
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
		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

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

Short term outcome lead - David Bain, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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 S3 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	Early identification of 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.	All secondary school risk matrices updated termly	
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 at risk of missing out 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

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

Short term outcome Lead - Glenn Heritage, AVA

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
3.6.1 Ref 4.7.1	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 2015
			The number of unique and return visits to website.	10,000 visits	March 2016
3.6.3	Increase the capacity of community groups.	Community Planning 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.	420 per annum	March 2015
3.6.5	Increase the number of employees of all organisations within the CPP 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".	80 per quarter	September 2014
			Number of participants accessing basic IT short courses.	50 per quarter	
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.	78 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 Chief Executive	The number of older people engaging in "Grey Matters" programme run by Argyll Voluntary Action.	120 annually	March 2016

Strategic Partnerships	Supporting strategies / plans
Employability Partnership Reshaping Care for Older People	<ul style="list-style-type: none"> • 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 • The Community Learning and Development Partnership: Upcoming CLD Plan

Glossary of Abbreviations	
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 (14-18 years).
SCQF	Scottish Credit and Qualifications Framework.

Case Studies for Outcome 3

Dunoon Grammar School EXiTE Programme

Dunoon Grammar School ran an EXiTE programme aimed at S4 pupils who had disengaged from learning and were most at risk of moving into a negative destination once they left school.

The EXiTE flexible learning programme offered a variety of learning opportunities and approaches to improve behaviour and re-engage these young people with school. The programme was led by the local Youth Worker and involved partner agencies including Argyll Training Limited, Benmore Outdoor Education Centre, Skills Development Scotland, Help Ltd, JobCentrePlus and local employers.

A flexible learning programme was created for each pupil, designed to engage them in learning with a day per week spent out of school with a local employer on a work placement. The rest of the school week was split between employability skills courses and academic attainment. Pupils were able to complete employment based certification such as REHIS: Elementary Health and Safety, REHIS: Elementary First Aid and REHIS: Safe Manual Handling Awareness Course.

The school has benefitted as behaviour and attendance in class for EXiTE pupils has improved and exclusion rates have reduced. Those in EXiTE have a better knowledge of the local labour market, a clearer understanding of what is expected in a work situation and knowledge of the employability skills needed to succeed in the workplace.

Adult Learning and Literacies Team

Adults in rurally isolated communities who lack computer skills and have transport or mobility issues can often have great difficulty in finding anyone to assist them.

When three of the four Housing Associations serving Argyll and Bute ran a financial inclusion project targeting remote and rural communities, the Council's Adult Learning service was asked to deliver the basic computer skills vital to people on lower incomes, such as accessing jobseekers sites, doing online price comparisons, filling out forms, budgeting, and much more.

The IT sessions had to be held in Council premises so using rural primary schools as the venue (after school hours) was the best solution in isolated communities. The sessions were open to any adults who wanted to learn, as well as referrals from the Housing Associations. Numbers were small so the sessions were very informal and fun with the flexibility to tailor to suit individual needs.

To date, sessions have been successfully held in 18 rural schools - Bunessan, Ulva, Lochdon, Tobermory, Strachur, Lochgoilhead, Inellan, Dunbeg, Lochnell, Furnace, Inveraray, Bowmore, Port Charlotte, Port Ellen, Jura, Carradale, Rosneath and Garelochhead primaries.

Adult Learning also hosts basic computer classes, groups and drop-ins across 25 locations in Argyll and Bute.



Delivery plan for Outcome 4

Children and young
people have the best
possible start

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

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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

SHORT TERM OUTCOME 4.1 All our children and young people should be protected from abuse, neglect and harm

Short term outcome lead - Louise Long, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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	100% of Child Protection investigations will have Inter-agency Referral and Tripartite Discussion within 24 hours.	100% sustained	March 2015
4.1.3	Ensure that partners work together to respond to children affected by domestic violence.	ABC Head of Children and Families	100% of children who are affected by domestic abuse will have a child's plan.	100% sustained	March 2015
4.1.8 Ref 6.2.2	Staff across Health and Social Work will support safety in the home by under taking home safety assessments with very vulnerable families.	Head of Prevention and Protection Scottish Fire & Rescue	Increase by 2% year on year, the number of home safety checks completed by the fire service.	2% year on year increase (2013 = 1017)	March 2015
4.1.10	All pre-5, primary, secondary and special establishments will review their anti-bullying policies in line with the revised authority police and national guidelines.	Argyll and Bute Council Head of Education	Schools have reviewed their anti-bullying policies.	100% by June 2015	June 2015

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 is 95% or above at 24 months.	>95%	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	100% of nurseries participating in Childsmile Core programme.	100%	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	33.3% or above babies are exclusively breast fed at 6-8 weeks.	33.3% or above	March 2015
4.2.10	Children, young people and their families will have access to mental health support services within the agreed government pathway.	NHS Highland Lead for Mental Health	HEAT target – faster access to mental health services/18 weeks referral to treatment.	18 weeks for referral to treatment	March 2015

SHORT TERM OUTCOME 4.3 Children and young people should have access to positive learning environments and opportunities to develop their skills

Short term outcome lead - Ann Marie Knowles, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.3.1	All agencies work to improve family literacy and numeracy.	Argyll and Bute Council Head of Education	75% Looked After and Accommodated Children assessed for literacy at primary stage.	75%	June 2015
4.3.5 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	Increase by 5% the number of young people gaining accredited achievement awards.	72	June 2015
4.3.6	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	100% of statutory timescales for coordinated support plans met.	100%	June 2015

SHORT TERM OUTCOME 4.4

Children and young people are valued and supported to be the best they can be

Short term outcome lead - Glenn Heritage, AVA

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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	Increase by 10% the 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.		Increase by 10% the number of young people gaining accredited certificates and saltire awards.	10% increase	

SHORT TERM OUTCOME 4.5

Children and young people feel secure and cared for

Short term outcome lead - Louise Long, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.5.3	Partners work together to reduce the time decision making in relation to permanency.		% of looked after and accommodated children for more than 1 year with a plan of permanence.	100%	March 2015
4.5.5	Work together to reduce the number of children and young people experiencing homelessness.		5% reduction in households assessed as homeless.	73% (Benchmark 77%)	March 2015
4.5.11	Continue to develop advocacy services to support service improvement driven by live feedback from children, young people and their families.		100% of children, young people and their families will have access to advocacy and "Voices of Children".	100%	

SHORT TERM OUTCOME 4.6

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

Short term outcome lead - Muriel Kupris, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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	100% of schools providing 2 hours physical education per week in schools curriculum.	100%	June 2015
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	Increase the number of extracurricular sports opportunities for schools.	256	March 2015

SHORT TERM OUTCOME 4.7 Children and young people have their voices heard and are encouraged to play an active and responsible role in their communities

Short term outcome lead - Martin Turnbull, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.7.3	Key partner agencies are supported by partner agencies to actively promote good citizenship.	Argyll and Bute Council Youth Services Manager	Increase by 2% the number of young people involved with the Youth Parliament.	2% increase	
4.7.5	Key partner agencies will continue to work closely with Community Police and Criminal Justice Team.	Argyll and Bute Council Criminal Justice Manager	Percentage of Criminal Justice Social Work clients reconviction frequency – 1 year from starting supervision.	54%	March 2015

Strategic Partnerships	Supporting strategies / plans
<ul style="list-style-type: none"> • Argyll and Bute's Children • Argyll and Bute Child Protection Committee • Health and Social Care Strategic Partnership • CAPCOG (Children And Adults Chief Officers Group) 	<ul style="list-style-type: none"> • 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

Case Studies for Outcome 4

Achieving age appropriate milestones

Alexandra was born at full term in a Glasgow Hospital at 40 weeks gestation as a healthy infant. Her parents chose to formula feed her as this method best suited their lifestyle. Alexandra was handed over from midwifery services to Health Visiting service under the Core Programme under the “Getting It Right for Every Child” (GIRFEC) Framework. No issues of concern were raised at this point.

The Health Visitor as the Named Person for Alexandra provided high levels of support for the family as it soon became evident Alexandra had feeding difficulties with vomiting becoming a regular and concerning pattern. Weight gain was noted as very poor and everyone had concerns that Alexandra’s developmental progression was affected by her poor health. At her 6-8 week assessment it was noted that she was not achieving her age appropriate milestones. Working in partnership with her parents the Health Visitor encouraged them to permit a referral to the Paediatrician.

A lengthy period of hospital admissions followed through her first year of life as it became more obvious that Alexandra had an underlying complex medical condition. This proved very stressful for the family as Alexandra’s father remained at home caring for her older sibling while her mother stayed in hospital with her infant daughter.

What have agencies been able to provide to support Alexandra and her family? A Universal Child’s Plan was commenced with Alexandra’s Health Visitor undertaking the Lead Professional Role. In this role the Health Visitor takes responsibility for coordinating a range of support.

- Community Children’s Nurse – Advising and monitoring of the care and management of specialist feeding equipment necessary to enhance Alexandra’s growth.
- Dietician – provides nutritional guidance and calculation on daily dietary intake and necessary supplements
- Paediatric Physiotherapist – provides guidance on exercise regimes for parents to undertake to increase muscle tone and developmental progression
- Homestart – additional support to the family particularly as maternal emotional health was being compromised due to the highly stressful situation the family experienced
- Housing Association – support to secure more spacious and suitable living environment
- Play Therapy – supportive guidance within the family home to assist Alexandra’s mother understand the important role of play for Alexandra
- Bookbug Assertive Outreach – provided another means of helping parents progress Alexandra’s communication as well as promotion of early literacy
- Speech and Language Therapy – provide supportive guidance to parents to progress Alexandra’s communication skills
- Paediatrician continues to review and monitor Alexandra’s developmental progress

Partnership working for ante-natal and post-natal care

At 19 years of age, following a one night stand, Sarah discovered she was expecting a baby. Although she was not in a relationship and despite struggling to accept the situation she decided to continue with the pregnancy. Her parents were supportive, however they also found the situation difficult to come to terms with. They were keen for Sarah to be as independent as possible and encouraged her to get her own tenancy before the baby arrived.

The midwives were aware of Sarah's circumstances and supported Sarah to complete the well-being indicator tool, this was beneficial in highlighting Sarah's anxieties with the prospect of becoming a mother. Following a discussion with Sarah this prompted the midwives to adopt the Getting it Right for Every Child (GIRFEC) approach by organising an antenatal planning meeting.

The midwives invited key people to the meeting to help support Sarah these included Fyne Homes' housing officer and nursery nurse and staff from the HELP project.

Actions and outcomes from the antenatal planning meeting included:-

- Support from housing to complete an application form for her own tenancy
- The Fyne homes nursery nurse to assist Sarah in planning and preparing for her baby and encouraging her to apply for benefits including Healthy Start and Healthy Start Vitamins
- Assistance to get furniture and baby equipment from the HELP project

During Sarah's pregnancy the midwives supported her to form a relationship with her unborn baby using techniques taken from the mellow bumps evidence based programme and UNICEF baby friendly new standards. Bonding with her 'bump' supports a number of positive factors including

- helping to reduce antenatal anxieties;
- helping with planning and preparing for the birth; and
- supports better attachment postnatally which improves outcomes for children in the long term.

Sarah attended a 'pamper night' organised by volunteer breastfeeding peer supporters who 'pamper' the women whilst explaining their service.

Sarah gave birth to a boy called Leo, having a named midwife helped Sarah feel supported and in a safe environment. Being born in a 'Baby Friendly' hospital meant breastfeeding was supported and facilitated, as a result Sarah felt respected in her feeding choice and not pressured, it therefore felt natural for her to breastfeed her baby.

When Sarah was discharged from the community midwives her care was passed to the health visitor who was the named person for Leo. The health visitor continued to support Sarah by giving continued breastfeeding advice and encouraged her to contact the peer supporters.

The Fyne Homes nursery nurse accompanied Sarah to attend the local breastfeeding support group, this was beneficial in developing friendships with other mothers who accepted Sarah as a mother and did not judge her on her situation. In addition, Sarah felt able to draw on the other mothers experiences of breastfeeding, she also learned how to massage her baby which enabled her to developed confidence in her own ability as a mother.

Leo is now 1 year old and Sarah is still breastfeeding. Through her own experience Sarah felt compelled to support others mothers and become a peer supporter herself. Sarah now actively contributes in a responsible role as a peer supporter, her enthusiasm has led her to promote the benefits of breastfeeding with young people, resulting in her developing a session in the high school to promote the benefits of breastfeeding.

Planning how to look after your baby and meeting the people who would support you in your choices helps you to feel empowered to know that you can secure your baby's well-being and access any support you may need when you need it. Meeting a breast feeding peer supporter antenatally increases breastfeed and use the potential to the service postnatally.

Partnership working around infant care for people who do not have English as their first language

Azif was born very prematurely by c-section at 28+ weeks following an episode of maternal sepsis. He required to be nursed in the Special Care Baby Unit in a city hospital many miles away from the rest of the family.

His family had just recently moved to the UK from Pakistan and were only known to maternity services for approximately 1 month prior to Azif's birth. The family have no extended family in this country and their English language is very limited. There are two older siblings in this family who are pre-school age.

The Health Visitor and Named Person for Azif received communications from maternity staff alerting of Azif's early birth. Subsequently the Health Visitor visited the father and siblings at the home address provided. This raised high levels of HV concerns about the extreme poverty that this family were living in. For example cold, very damp, sparsely furnished, non functioning heating systems and limited personal possessions. There was no evidence of any baby equipment or anything to suggest they were preparing for a new addition to the family. Azif's father was clearly distressed as he had lost his job following his wife's premature delivery and was struggling to provide daily care for his children as this was not normal cultural practice. The family appeared to be financially destitute.

With paternal consent the Named Person convened an Urgent Child's Plan meeting under the "Getting it Right for Every Child" GIRFEC framework. Using interpretation services this took place the following day and a multi agency discussion agreed supportive interventions and actions as described below:

- Social Work Department undertook responsibility for seeking Welfare Rights and assisting with completion of all necessary applications. Community Care grants were also processed to ensure baby equipment was sourced ahead of hospital discharge
- Housing Association – prioritising application for acceptable standard of social housing
- Midwifery – supporting Azif's mothers breast feeding and ensuring transportation of breast milk to city hospital at times when mother at home to support younger siblings
- Early Years Staff – to support with additional child care needs particularly when both parents attended city hospital
- Health Visitor – supporting all family members through crisis situation also initiating Azif's pre discharge planning

Post Discharge

- As well as above partners to Azif's Child's Plan additional interventions were initiated
- Family Support Worker – 1:1 Baby Massage sessions undertaken in the family home to promote bonding and attachment in recognition of enforced periods of separation while Azif was in SCBU
- Community Children's Nurse – monitoring of oxygen saturation levels and guidance to parents
- Paediatrician – Monitoring developmental progression and health
- Health Visitor – Twice weekly support visits to monitor growth and development, health education of parents regarding acceptable standards and practices of infant care in Britain whilst recognising the cultural differences. Parents continue to be very receptive to this service. Overseeing immunisation programme including BCG immunisation and medication guidance. Continuing to monitor, update and coordinate Azif's plan as he progresses through his first year of life

POPP (Psychology of Positive Parenting)

POPP (Psychology of Positive Parenting) includes the Incredible Year Programme (14 weeks) and the Triple P Programme (9 weeks) aimed at parents of 3 and 4 year old children with elevated signs of misbehaviour and aggression.

Courses were started in September 2014 in Lochgilphead and Helensburgh. A second cohort of courses started between February and April 2015 in Helensburgh, Oban, Campbeltown and Bute. All courses were facilitated by a mixture of Health Visitors, Social Work Assistants and Third Sector (AVA and Children 1st); having a mixture of third and public sector agencies delivering jointly it allowed a mix of referrals to come through to the programme and allowed the parents to see it wasn't just a social work programme which avoided any perception of stigma or of authority. It was clear to parents all facilitators were there to support them through the course and all were equals. Additionally where it became apparent parents had low confidence or self-esteem AVA was able to offer places on the STEPS to Excellence course to add further support and value in their parenting journey. This partnership approach worked extremely well, and delivered courses across Argyll and Bute with staff of each agency dedicating a minimum of 1.5 days per week to this initiative.

Jointly, facilitators publicised the course, identified referrals, completed admin including SDQ's and prepared materials for each week alongside support sessions and attendance at NES consultation days. Building on the success of this joint work, the Triple P is now being rolled out across the area with facilitators having completed the training.



Delivery plan for Outcome 5

People live active,
healthy and
independent lives

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

Annual Report
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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)
- Scottish Enterprise (SE)

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 all services without fear of stigma or discrimination.	NHS Highland

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

Short term outcome lead - Jim Robb, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
5.1.1	Continue to shift the balance of care from institutional to community based settings.	Joint Commissioning Group Head of Adult Care	Percentage of Older People receiving Care in the Community.	80%	March 2015
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	
5.1.5	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 Head of Adult Care	Percentage of Carers Assessments completed within 28 days.	100%	March 2015

SHORT TERM OUTCOME 5.2 Individuals are more physically active

Short term outcome lead - Muriel Kupris, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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%	
Ref 4.6.2		Argyll and Bute Council Leisure Services Manager / Education Manager	Increase the number of extracurricular sports opportunities for schools.	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)	Establish joint community planning partner working group to explore work plan, deliverability and KPIs.	Establish Working Group	April 2015

SHORT TERM OUTCOME 5.3 Individuals make healthier / positive lifestyle choices

Short term outcome lead - Alison McGrory, NHS

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
5.3.1	Work in partnership to reduce tobacco use.	NHS Jill Denton	Reduce number of adult population who smoke.	582, 12 week quits post quit date in the 40% most deprived within board SIMD areas.	March 2015
5.3.2	Reduction in drug related morbidity and mortality.	Alcohol and Drug Partnership Dr David Greenwell	Number of Naloxone kits being reissued.	Establish baseline	
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	People receive early and brief interventions that are effective in reducing consumption of alcohol.	1066 Alcohol Brief Interventions delivered across Argyll and Bute (HEAT or local target for ABI's)	
5.3.5	Evidence based health promotion is delivered in partnership (informing and supporting).	NHS Alison McGrory	Case studies presented on www.healthylargyllandbute.co.uk .	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 100% Implemented by March 2015	

SHORT TERM OUTCOME 5.4 Mental health and wellbeing is improved

Short term outcome lead - Samantha Campbell, NHS

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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.	Greater number of people with an awareness on mental health and wellbeing (this year will establish baseline) Information sent out to GP surgeries	
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.		
5.4.4	Provide a comprehensive training programme for suicide and self-harm.	Choose Life Tracy Preece	Percentage of frontline NHS staff trained.	50%	
			People attending training are able to use skills learned.	Training participants report that they make use of the skills that they have developed	

SHORT TERM OUTCOME 5.5 We have accessible high quality services which improve quality of life and wellbeing

Short term outcome lead - Allen Stevenson, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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 Altogether better long, healthy, active lives.	Strategy in place	

Argyll and Bute

SHORT TERM OUTCOME 5.6 Our partners work together to ensure that we mitigate against the effects of poverty across Argyll and Bute

Short term outcome lead - Judy Orr, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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 percentage 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 and benefits.	Argyll and Bute Advice Network Chair	All new housing benefit and council tax 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.	13,000 hours support	
			Number of households assisted through discretionary housing payments.	800	
			Number of tenants removed from spare room subsidy through tenants incentive scheme.	25	

Strategic Partnerships	Supporting strategies / plans
<ul style="list-style-type: none"> • 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 Forum • Third Sector and Communities CPP Sub-group • Health and Wellbeing Partnership 	<ul style="list-style-type: none"> • 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 • Argyll and Bute 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	Guided Self-Help

Case Studies for Outcome 5

AVA Visiting Friends / Safe at Home

Nancy* is 80 and cares for her husband David*, aged 82, since his stroke two years ago. They live alone in their own home, with no family living locally, limited means of transportation and almost no social contact with others.

Initially referred by the community nursing team who worked with AVA to identify those in greatest need, David was matched with a male befriender who could take him out for drives. With a life-long passion for cars, David longed to go out in the car, and felt more comfortable being matched with a man. The initial visits were mostly done 'on the road', as they drove to local spots for David to reminisce. David has recently asked his volunteer if they could now start walking, as he wants to improve his mobility. So a visiting plan now includes both driving and walking.

Over Christmas, however, Nancy dislocated her arm. Social work staff on duty knew about the service and called AVA's Visiting Friends/Safe at Home on the eve of her discharge, to see if someone could assist, as there was little food in the house and a support worker that was due to attend, would be unable to do shopping. Social Work was told that Nancy was known to Visiting Friends and that help could be arranged that evening. David's befriender, who was due to visit that week, was called.

He visited Nancy that evening and confirmed that she was okay, and would help the following day, with shopping and meals. He did regular shopping for Nancy for over a month and took her several times to see David who was in respite care while she recovered. These visits were much longer and were incredibly vital to both David and Nancy. Nancy's anxiety about his stay in respite was diminished thanks to these visits, helping her in her own recovery. David has since returned home and his befriender has resumed his one to one visits, which include walking.

Throughout, community nursing, social work staff and AVA and the volunteers have worked together to deliver the person-centred approach that is needed to make a real difference in someone else's life on their terms and at their speed.

Dunoon Esplanade improvements

Dunoon is one of Argyll's key towns and Argyll and Bute Council has ambitious proposals to regenerate the local waterfront by investing over £8m on streetscape and local refurbishment projects. In 2010 HITRANS commissioned an Active Travel Audit for Dunoon which identified the Esplanade as a key local walking and cycling route with significant potential to encourage increased levels of active and alternative travel. However, the Esplanade was in a poor state of repair with cracked and uneven surfacing which was not attractive to cyclists. As such, Argyll and Bute Council submitted a funding application to Sustrans totalling £250,000 to resurface a 2.5km section of Dunoon Esplanade linking Kirn with Dunoon Town Centre. Works included removing a number of local pinch points such as bus shelters/lay-bys and localised footway widening to achieve a width ranging from 2.5m – 5.5m. In addition, the previous paving slabs were lifted to create a uniform surface which was then sealed with a regulated single run of Hot Rolled Asphalt (HRA) with red chip castings.

Adult Learning Service - Support for Jobseekers

The new and unfamiliar requirements of benefits claims - obtaining an email account, conducting internet job searches, uploading CVs, and filling in job applications online – pose significant problems for a percentage of benefits claimants, particularly those with literacy difficulties. In addition, many people do not have, or cannot afford, IT equipment or an internet connection at home.

The Adult Learning service has responded by hosting Job Clubs, group work, courses and one-to-one support services, in a wide variety of familiar community venues, delivering, for example, an average of nearly 10 hours of face-to-face learning to each of 217 participants in five months. People are progressing to IT classes, getting help with literacy, gaining accreditation or job-specific certificates like CSCS cards, and moving into volunteering or work. For example: of the 80 people referred to the Dunoon Job Club in the past two years, 69 had no computer skills to start with, and many had moderate to severe literacy difficulties. However, 44 progressed to a Beginners Computing course, and 19 successfully completed an SQA qualification. Of these 19, at least 8 got a job as a direct result of their SQA achievements.

Adult Learning staff are also working with the Job Centres to reach people as early as possible in their benefits claims, delivering joint information sessions to new claimants to let them know about the support we can give, and helping to ensure that claimant commitments are realistic as regards each individual's level of computer skills. This helps people to move towards employment or volunteering much more quickly, as evidenced by the Job Centres' 'off flow' data; it can also help reduce stress, and, in some cases, hardship.



Delivery plan for Outcome 6

People live in safer and stronger communities

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

Annual Report
2014 - 2015



OUTCOME 6: People live in safer and stronger communities

Outcome Leads - Helen Swann, Police Service of Scotland
- Local Senior Officer, 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

SHORT TERM OUTCOME 6.1 Enhance the safety of women and children

Short term outcome lead - Louise Long, Argyll and Bute Council as Chair of the Violence Against Women Partnership

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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	Number of domestic abuse incidents reported to the police.	Trend for domestic abuse incidents reported in Argyll and Bute is on a par with national trends.	2017
			Percentage of persons detected for crimes in relation to domestic abuse.	80%	
		Responsible Post - Chair of VAW Partnership	Create robust Multi agency tasking and coordinating (MATAC) processes and Multi agency risk assessment conferences (MARAC) for high risk nominals.	Creation of these processes	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 – Regulatory Services Manager	Number of Test Purchasing Operations.	27 premises (12% increase of previous year)	March 2015
6.1.3	Enhance the safety of women by delivering in partnership education and prevention programmes.	Lead Organisation - VAW Partnership	To monitor the number of Group 2 (sexual) crimes and compare against national trends.	Trend for crimes reported in Argyll and Bute is on a par with national trends	Review March 2017
		Responsible Post - Chair of VAW Partnership	Increase percentage of participants in presentations delivering education and prevention information to reduce risk from sexual crimes.	Baseline finalised and target agreed	

SHORT TERM OUTCOME 6.2 Enhance the safety of vulnerable groups

Short term outcome lead - Marlene Baillie, Chief Inspector, Police Scotland

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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.	Creation of Hub	Dec 2014
			Integrate Partners with full functionality within Vulnerability / Concern Hub.	Integration complete	June 2015
			Average 15 days between referral and adult protection case conference.	Minimum 95% compliance	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 Responsible Post - Police Scotland/ Scottish Fire and Rescue Service	Number of home safety checks carried out by the Fire Service.	Increase by 2%	Review March 2017
			Number of joint operations to target Bogus Crime / doorstep crime.	Undertake minimum of 15 operations	March 2015
			Percentage reduction in housebreaking.	Reduce domestic housebreaking by 3% of previous year	Review March 2017
			Percentage increase in number of persons detected and reported for housebreaking arrest / report rate.	Increase by 3% of previous year persons detected and reported	

SHORT TERM OUTCOME 6.3 Tackle disorder, anti social behaviour and violent crime

Short term outcome lead - Paul Robertson, Chief Inspector, Police Scotland

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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 / MATAC Chair	Stronger integration of the community safety strategy within the community planning framework.	Integrated Community Safety Plan in place	Oct 2014
			Development of more effective partnership working based upon tasking and coordinating approaches to achieving outcomes.	MATAC for ASB / Outcome 6 is fully established	April 2015
			Number of Incidents of antisocial behaviour.	Reduce by 5%	March 2015
			To maintain the low levels of serious violent crimes (murder, attempted murder, serious assault and robbery) in Argyll and Bute.	Annually maintain low levels of serious violent crime	
			Number of other crimes of violence (Common Assault).	Reduce common assault by 2%	
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.	Maintain the achievements of the previous year.	March 2015
			Number of persons detected and reported for drugs supply within the Division.	Increase by 3%	
			Number of partnership interventions within the Division.	Create robust partnership intervention process in relation to those individuals involved in drug supply	April 2015
			Increased community awareness through presentations to reduce risk from serious and organised crime.	Baseline target established and target set	April 2015
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	Monetary sum of legitimate enterprise that is prevented from reaching organised crime, within Division.	Maintain the achievements of previous year	Review March 2017
			Compliance with procurement auditing processes.	100%	

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 deliberate fire raisings.	Reduce by 3%	Review March 2017
		Police Scotland	Number of persons detected and reported for deliberate fire raising.	Increase by 3%	

SHORT TERM OUTCOME 6.4 Improve environment, transport and fire safety

Short term outcome lead - Joe Gallagher, Head of Prevention and Protection, Scottish Fire and Rescue Service

Actions on this short term outcome	Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date	
6.4.1	Reduce non domestic by engaging with local businesses including farming community. Reduce 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 safety enforcement audits for business premises.	500 Enforcement Audits to be undertaken during 2014-15	Review March 2017
			Number of reports of secondary fires.	Annual reduction of 5% against 2013-14	
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	Number of people killed or seriously injured on the road network within Argyll and Bute.	To reduce incidents of previous year	Review March 2017
6.4.3 Ref 4.1.9	Deliver education and prevention inputs to groups identified as high risk road users.		Number of positive interventions.	Baseline target established and set target April 2015	Review March 2017
			Number of Road Traffic Collisions.	To reduce the number of incidents of the previous year	

SHORT TERM OUTCOME 6.5 Reduced impact of alcohol and drug misuse on communities

Short term outcome lead - Carol Muir, ADP Coordinator

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
6.5.1 Ref 5.3.3	People receive early and brief interventions that are effective in reducing consumption of alcohol.	Argyll and Bute Alcohol and Drugs Partnership (ADP)	Number of Alcohol Brief Interventions carried out.	1066 Alcohol Brief Interventions carried out annually	March 2015
6.5.2	People in Argyll & Bute receive appropriate and timely support for drug and / or alcohol problems.	Responsible Post - ADP Coordinator	Percentage of referrals in treatment within 21 days.	90% of clients starting treatment within 21 days of receipt of the referral	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.		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.		Number of Naloxone kits issued.	Baseline to be established by April 2015	2017

SHORT TERM OUTCOME 6.6 Stronger, resilient and more involved communities

Short term outcome lead - Charles Reppke, Head of Governance and Law, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
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.	Increase the number of communities with resilience plans	December 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 exercises in year 1	March 2015
6.6.3	Reduce the risk from 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)	Number of volunteers.	Increase by 10%	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	March 2015
			Deliver governance and charity law sessions to strengthen board and leadership.	20 workshops / training	
6.6.5 Ref 3.6.7 and 4.7.1	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	

SHORT TERM OUTCOME 6.7 We work with partners to reduce reoffending

Short term outcome lead - Jon Belton, Criminal Justice Manager, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
6.7.1	Review service user feedback process and incorporate feedback into planning.	Criminal Justice Manager (Jon Belton)	Percentage service users who considered that all their needs were taken into account.	95%	December 2015
6.7.2	Use LSCMI (risk assessment and management tool) for outcome focused planning.	Criminal Justice Manager (East Dunbartonshire Council)	Percentage service users who had an LSCMI case management plan created by their first review.	80%	December 2015
6.7.3	Regular meetings with partners to develop unpaid work placements.	Criminal Justice Manager (West Dunbartonshire Council)	Percentage service users who considered that unpaid work helped them improve their skills.	50%	
6.7.4	Introduce annual consultation with MAPPA partners regarding multi agency risk assessments and other risk management activities.	Criminal Justice Manager (West Dunbartonshire Council)	Consultation format implemented.	Annual Consultation	December 2015

Strategic Partnerships	Supporting strategies / plans
<ul style="list-style-type: none"> • Area Community Planning Groups • Community Safety Partnerships • Alcohol and Drugs Partnership • Adult Protection Committee • Child Protection Committee • Argyll and Bute Strategic Housing Forum • Violence Against Women • Third Sector and Communities (CPP Sub Group) 	<ul style="list-style-type: none"> • 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

Case Studies for Outcome 6

Medics Against Violence

Fire Service personnel from the area took part in a programme of domestic abuse titled “Medics Against Violence” which consisted of presentations and verbal engagement for each group. This contact assisted towards encouraging those living with domestic abuse to report the abuse and seek help from the appropriate community services.

It has been established that there is a clear link between domestic abuse and fire-raising. As part of their role to make victims safe in their homes, the Scottish Fire and Rescue Service (SFRS) carry out numerous Home Fire Safety Visit (HFSV) to those most at risk and those referred to us by community partners. This places SFRS personnel in an advantageous position to intervene when they suspect that domestic abuse is an issue and report it to the personnel carrying out a HFSV.

Fire fighters within the area were deployed during June to protect vulnerable people as part of a nationwide week of action aimed at preventing accidental house fires and the tragedies they cause. The area also appealed to the public to help it reach the most likely to be killed or injured as a result of fire in the home. The area sent operational crews and community engagement teams to households to enforce the fire safety message in homes and to encourage the public to stay safe at home. We ensured the message included knowledge about how fires can start and what minor actions people can take in reducing the chance of a fire starting. Unfortunately smoking, age, living alone, ill-health and limited mobility are common factors that are a cause of deaths and it was important to impart that knowledge.

Our crews ensured smoke alarms were positioned correctly thus giving early warning and that everyone knew how to get out if a fire started. We informed on the dangers of smoking in bed or if they are tired but even if someone cannot avoid this we gave advice to partners on how to lower this risk. This programme highlighted our commitment to protecting the communities we serve but also highlighted the partnership that is required between SFRS and the public.

The Argyll and West Dunbartonshire Strategic Multi Agency SOC/Contest

The Argyll and West Dunbartonshire Strategic Multi Agency SOC/Contest meets on a quarterly basis and includes a wide range of partners who contribute to and/or have responsibility to deliver on the strategic objectives outlined within the UK Government Contest Strategy, and the Scottish Government Strategy detailed within “Letting our Communities Flourish”.

The group has developed a local action plan incorporating the National Implementation Plan and the objectives outlined in “Letting our Communities Flourish”. The Group oversees a Sub Group Structure including the following Sub Groups:

- Divert/Prevent
- Deter
- Detect/Disrupt
- Pursue
- Protect and Prepare (LRP)

The formation of this group allows partners to work together to ensure the communities of Argyll and Bute and West Dunbartonshire remain safe from the impact of Serious and Organised Crime and issues relating to terrorism.

Not only does the group undertake partnership working, conducting joint operations and information sharing, it provides a forum for sharing good practice and ensures engagement in collaborative activity to jointly deliver the Scottish and UK Governments objectives in respect of Serious and Organised Crime and Counter Terrorism.

The Scottish Fire and Rescue Service Fire Setters programme

The Scottish Fire and Rescue Service Fire Setters programme allows community partners who have concerns with members of their community who may demonstrate a potential risk from setting fires to refer them to SFRS. We have a number of trained staff who can engage and communicate directly with those referred.

The aim is to identify any serious underlying issue and work closely with relevant partner agencies ie Police and Social Services to ensure a joint, timeous and effective solution. Following a fire at a Children's Home this year a Fire Setters course was arranged for one of the residents within the home. This involved one to one engagement and discussion with that individual in order to identify any issues and to see the perception of risk the individual may have possessed. On-going contact is arranged and behavioural patterns are monitored. A general presentation on fire safety was presented to all the other residents and staff. Enforcement officers also carried out a full audit and made appropriate recommendations.

Road Safety Group

During 2013 - 2014 the Argyll and Bute area experienced a higher than average number of serious and fatal Road Traffic Collisions. The impact on individuals, families and local communities, particularly in an area which relies heavily on its roads network, was significant and there became an increasing concern amongst partners and local communities that Argyll and Bute's roads weren't safe. In response a multi-agency Road Safety Group was established.

Since April 2014 a number of meetings have taken place between key partners which include Police Scotland, Scottish Fire and Rescue, BEAR, Transport Scotland and Argyll and Bute Council. An action plan has been developed outlining the key education, engineering and enforcement being undertaken by single agencies and additional work now being undertaken by the partnership. Some of this work includes child safety signage at schools, Bikers breakfasts at popular stopping locations for the biking community and young driver initiatives. A media and communications strategy was developed and key members of the group attended at Local Community Planning Groups to demonstrate the work of the partnership and evidence the clear commitment to road safety in Argyll and Bute.

In 2014 - 2015 the number of serious and fatal Road Traffic Collisions fell significantly and although it remains a priority across all local communities, there is evidence of increased public confidence that Community Planning Partners are working together to reduce the number of casualties on our roads.

Grey Matters - connecting older people

Building on the success of partnership engagement with Grey Matters, a group which has connected older people and volunteers with public sector service providers, political representatives and MSPs, and a range of third sector organisations. This has been facilitated by the Community Resilience work delivered by Argyll Voluntary Action and has now led to 'Age Friendly Helensburgh', the first stages of a partnership approach involving all sections of our community. The Community Resilience work itself is part funded by Health who are partners in the network driving Age Friendly Helensburgh alongside Argyll & Bute Council, Scottish Fire and Rescue, Alzheimer Scotland, Helensburgh and Lomond Carers, the Lunch Club, Seniors Forum, Visiting Friends, and local Tai Chi provider. The network is expanding and hopes to formally launch in August 2015. The ambition would be to replicate this truly joined up approach to making our communities safer, stronger, and more inclusive with their voices clearly held across Argyll and Bute.

Epilepsy Awareness Training

Fire Service and Police Scotland personnel took part in a programme of "Epilepsy Awareness Training" which aimed to provide accurate knowledge of epilepsy and build strong relationships with the local epilepsy forums. The different degrees of epilepsy and how it affects people were also highlighted making sure that all staff were appropriately informed. The training was delivered by local community groups and all members of the local epilepsy group were encouraged to participate in a Home Fire Safety Visit. Fire crews were also filmed carrying out a HFSV in a local resident's home who suffers from epilepsy.



argyll and bute
communityplanningpartnership



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Ollthigh na Gàidhealtachd agus nan Eilean
Colaiste Earra-Ghàidheil



This Annual Report is a review of partnership working towards the ambition of the SOA. For more information on Community Planning please contact us on 01546 604464 or cppadmin@argyll-bute.gov.uk.

For more information about what individual partners are doing in Argyll and Bute, please refer to the websites of our partners.

www.argyll-bute.gov.uk/council-and-government/community-planning-partnership