

Delivery Plans 2016- 2017

Recommendation

Agree the Delivery Plans for 2016-2017

Background

The final draft Delivery Plans contain actions that are not part of existing plans, for partners to take forward in 2016-17.

The 39 actions across 6 outcomes target key issues for Argyll and Bute.

The 61 success measures will allow the Outcome Leads and the Management Committee to monitor progress and address any challenges.

44 success measures have been identified for development. The development of these will be taken forward by the CPP team in 2016 for use in this or future monitoring years.

Progress on actions, on/off track, will be monitored by Outcome Leads and reported to Management Committee. The CPP team will support the arrangement of performance information and meetings with outcome leads.

Note: The *format* of these plans is not final. Style and presentation will be worked on following agreement of content.

Welcome to Outcome 6 Delivery Plan 2016-2017

This is focused on priority actions needed, by partners working together, to make a difference to the safety and resilience of individuals and communities in Argyll and Bute.

The Outcome Lead is: **Gail McClymont, Superintendent, Police Scotland.**

The lead contributors to delivering activities are:

- **Louise Long, Head of Children and Families and Criminal Justice, Health and Social Care Partnership**
- **Alison Guest, Mental Health Manager, Health and Social Care Partnership**
- **Carol Muir, Alcohol and Drugs Partnership Coordinator, Health and Social Care Partnership**
- **Colin Martin, Chair of Argyll and Bute Multi-Agency Road Safety Group, Police Scotland**
- **Jon Belton, Criminal Justice Manager, Health and Social Care Partnership**
- **Craig McNally, Senior Health Improvement Specialist, Health and Social Care Partnership**
- **Carol Keeley, Emergency Planning Officer, Argyll and Bute Council**

The identified leads will benefit from keeping in touch with:

- The four Area Community Planning Groups
- Adult Protection and Child Protection Committee
- Alcohol and Drug Partnership
- Argyll and Bute Third Sector Interface
- Violence Against Women Partnership
- Local Resilience Partnership(s)

Partnership work on this outcome also contributes to other areas of the overall Local Outcome Improvement Plan, or Single Outcome Agreement, for Argyll and Bute to develop the economy and prevent population decline.

Long Term Objectives (2016 - 2023)

Partnership work will:

- Contribute to the prevention of domestic and sexual abuse.
- Enhance the safety of vulnerable groups;
 - Elderly living independently
 - Those experiencing negative mental health issues including those at risk of self-harm.
 - At risk of offending and re-offending
- Reduce the risk posed to communities from the threat from Serious and Organised Crime and Terrorism
- Tackle disorder, anti-social behaviour and violent crime.
- Improve home, road safety and fire safety.
- Reduce the impact of alcohol and drug misuse on communities.
- Support stronger, resilient and more involved communities.

Success measures

We will know we are making a difference by monitoring:

1. Rate of recorded crimes and offences per 10,000 population (from community justice Scotland requirement)
2. % of adult residents stating they feel very safe or fairly safe when at home (from Community Justice Scotland requirement)
3. Number of children on child protection register due to domestic abuse
4. Early and effective screening (in relation to domestic abuse and youth offending) (D)
5. Early opportunity distress and crisis management (D)
6. Information on slips, trips and falls. (D)
7. Mental Health Waiting times (D)
8. Number of people detected for drug dealing / production offences
9. Number of prevent inputs to partners
10. Number of disorder incidents
11. No of antisocial behaviour
12. Levels of Group 1 violent crime
13. Number of people killed or seriously injured in fires
14. Number of people impacted by bogus crime (internet and front door)
15. Drug related deaths
16. Alcohol and Drug misuse of offenders on community supervision (D)
17. 100% coverage for resilience plans
18. Number of persons killed or seriously injured in road accidents
19. One year reconviction frequency rate
20. Fear of crime
21. Number of people volunteering in Argyll and Bute (R, 5) (D)
22. Number of Community Groups/Organisations established within Argyll and Bute
23. Domestic Abuse incidence level (R, 4)
24. Substance Misuse (R, 4)

(R, “”) = replica of a success measure being used in one of the other 5 delivery plans.

(D) = to be developed

Priority Actions for 2016-2017

- **Actions will be taken forward by the Action Lead Officer, and progress on delivering the action will be monitored by the Outcome Lead at quarterly meetings.**
- **The Outcome Lead will report quarterly to the CPP Management Committee on overall progress.**

Action	Action Lead Officer
Create a bespoke education programme for communities in particular children and young men to prevent domestic abuse.	<ul style="list-style-type: none"> • Louise Long, Head of Children and Families and Criminal Justice, Health and Social Care Partnership <p>Other: Wendy Brownlie, Education Officer, Argyll and Bute Council Youth Engagement Officers – Police Scotland, schools trial.</p>
Robust systems to be in place, able to be delivered in a number of Argyll and Bute community settings, to help people in mental health crisis. Pulling together existing infrastructure with focus on prevention.	<ul style="list-style-type: none"> • Alison Guest, Mental Health Manager, Health and Social Care Partnership <p>Other: Adult Protection and Child Protection Committee chair ADP chair, Police, Scottish Ambulance Service. Health and Wellbeing</p>
Create clear referral pathways to prevent impacts from alcohol.	<ul style="list-style-type: none"> • Carol Muir, Alcohol and Drugs Partnership Coordinator, Health and Social Care Partnership •
Develop profile of Road Safety Group and through effective partnership working and information sharing, reduce the number of serious and fatal road traffic collisions on our roads.	<ul style="list-style-type: none"> • Colin Martin, Chair of Argyll and Bute Multi-Agency Road Safety Group, Police Scotland
Identify what support services are available in Argyll and Bute to victims of abuse including historical abuse and work with partners to address gaps.	<ul style="list-style-type: none"> • Louise Long, Head of Children and Families and Criminal Justice, Health and Social Care Partnership

Action	Action Lead Officer
<p>Develop effective partnership working and referral processes to protect vulnerable individuals and groups:</p> <ul style="list-style-type: none"> • Elderly living independently • Experiencing negative mental health issues including those at risk of self-harm. • At risk of offending and re-offending 	<p>Elderly, those at risk of harm and mental health:</p> <ul style="list-style-type: none"> • Appropriate health lead. <p>Other: Stuart McLean, Group Manager – Prevention and Protection, Scottish Fire and Rescue Service Paul Robertson, Chief Inspector, Police Scotland</p> <p>Re-offending</p> <ul style="list-style-type: none"> • Jon Belton, Criminal Justice Manager, Health and Social Care Partnership
<p>Address issues in acute mental health response including patient transport.</p>	<ul style="list-style-type: none"> • Alison Guest, Mental Health Manager, Health and Social Care Partnership
<p>Service user and participation in the development of service policy and planning in the Alcohol and Drug Partnership,</p>	<p>Craig McNally, Senior Health Improvement Specialist, Health and Social Care Partnership</p>
<p>Development of Community Resilience Plans</p>	<p>Carol Keeley, Emergency Planning Officer, Argyll and Bute Council</p>

Welcome to Outcome 5 Delivery Plan 2016-2017

This is focused on priority actions needed, by partners working together, to make a difference to the health and wellbeing of individuals in Argyll and Bute.

The Outcome Lead is: Elaine Garman, Public Health Specialist, Health and Social Care Partnership

The lead contributors to delivering activities are:

- **Christine McArthur, Coordinator for Prevention and Management of Falls, Health and Social Care Partnership**
- **Carol Muir, Alcohol and Drugs Partnership Coordinator, Health and Social Care Partnership**
- **Judy Orr, Chair of Welfare Reform Group, Argyll and Bute Council**
- **Alison McGrory, Health Improvement Principal, Health and Social Care Partnership**
- **Glenn Heritage, Chief Executive, Argyll and Bute TSI**
- **Julie Young, Development Manager, AICCT**
- **Muriel Kupris, Leisure and Youth Services Manager, Argyll and Bute Council.**
- **Jeannie Holles, Adult Learning Manager, Argyll and Bute Council.**
- **Helen Sikora, NHS Highland**

The identified leads will benefit from keeping in touch with:

- The four Area Community Planning Groups
- Alcohol and Drug Partnership
- Health and Social Care Integrated Joint Board

Partnership work on this outcome also contributes to other areas of the overall Local Outcome Improvement Plan, or Single Outcome Agreement, for Argyll and Bute to develop the economy and prevent population decline.

Long Term Objectives (2016 - 2023)

Partnership work will ensure:

- People are empowered to maintain their independence and have the options to be an integral part of their local communities.
- People prioritise health when making a choice about their lifestyle.
- People have positive and flourishing mental health.
- Everyone in Argyll and Bute has equal opportunity to lead as healthy a life as possible regardless of their gender, ability, race, sexuality, marital status and socio-economic status.
- Income is not a barrier to lead a healthy, active and independent life.
- People are empowered to make informed choices about alcohol.

Success measures

We will know we are making a difference by monitoring:

1. % of adults living at home who feel supported (H&WB outcome 2, number 1).
2. Adults accessing support or activities (TSI)
3. % total hours volunteering (R, 6)
4. % adults stating neighbourhood good place to live (R, 2)
5. Number of alcohol brief interventions
6. Obesity
7. Taking Warrick-Edinburgh Mental Health and Wellbeing Scale (WEMWEBS) local through citizens panel (D)
8. Guided self-help uptake rates (mental-health)
9. Waiting times (geographically)
10. Volume of traffic on public transport (R, 2)
11. Older people supported to live independently with in-year balance of care
12. Number of enhanced telecare packages
13. Increase uptake self- directed support
14. Emergency admissions (geographically)
15. Number of people getting smoking cessation in deprived areas, after 12 months.
16. Fuel Poverty (R, 4)
17. Number of people with leisure membership (R, 4).
18. Rate of alcohol related hospital admissions per 100,000 population
19. Number of people understanding risks associated with alcohol (D)
20. Use of food banks (TSI) (R, 4)
21. Free school meals

(R, "") = replica of a success measure being used in one of the other 5 delivery plans.

(D) = to be developed

Priority Actions for 2016-2017

- **Actions will be taken forward by the Action Lead Officer, and progress on delivering the action will be monitored by the Outcome Lead at quarterly meetings.**
- **The Outcome Lead will report quarterly to the CPP Management Committee on overall progress.**

Action	Action Lead Officer
Implement the National Standards for the Prevention and Management of Falls within the Community	<ul style="list-style-type: none"> • Christine McArthur, Health and Social Care Partnership
Develop safe alcohol-free environments for young people within towns and communities	<ul style="list-style-type: none"> • Carol Muir, ADP, Coordinator, Health and Social Care Partnership
Mitigate against the impact of welfare reform by ensuring that financial inclusion services are targeted at fuel poor households	<ul style="list-style-type: none"> • Judy Orr, Chair of Welfare Reform Group, Argyll and Bute Council
Create social prescribing champions within communities to motivate others people to make positive healthy living changes.	<ul style="list-style-type: none"> • Alison McGrory, Health Improvement Principal, Health and Social Care Partnership • Glenn Heritage, Chief Executive, Argyll and Bute TSI <p>Other: WRAP Co-ordinators</p>
Increase confidence and awareness of using the outdoor environment.	<ul style="list-style-type: none"> • Julie Young AICCT <p>Other: Muriel Kupris, Leisure and Youth Services Manager, Argyll and Bute Council</p>
Research where income is barrier to improving health and develop action plans to remove the barriers.	<ul style="list-style-type: none"> • Muriel Kupris, Leisure and Youth Services Manager, Argyll and Bute Council.
Inform and educate communities on: Food Alcohol Learning opportunities Social opportunities.	<ul style="list-style-type: none"> • Jeannie Holles, Adult Learning Manager, Argyll and Bute Council. <p>Other: Elaine Booth, Health and Social Care Partnership Alison McGrory, Health and Social Care Partnership Craig McNally, Health and Social</p>

Action	Action Lead Officer
	Care Partnership Christine Boyle, Argyll and Bute Council
Review collective actions of CPP member organisations to improve equality via sharing their Equality Outcome Frameworks.	<ul style="list-style-type: none"> • Alison McGrory and Helen Sikora, NHS Highland
Increase uptake of Self-Directed Support	<ul style="list-style-type: none"> • tbc

Welcome to Outcome 4 Delivery Plan 2016-2017

This is focused on priority actions needed, by partners working together, to make a difference to the start in life of young people in Argyll and Bute.

The Outcome Lead is: Louise Long, Head of Children and Families and Criminal Justice, Health and Social Care Partnership.

The lead contributors to delivering activities are:

- **Judy Orr, Chair of Welfare Reform Working Group, Argyll and Bute Council.**
- **Martin Turnbull, Youth Services Manager, Argyll and Bute Council.**
- **Mark Lines, Locality Manager, Health and Social Care Partnership**
- **Gail McClymont, Superintendent, Police Scotland**

The identified leads will benefit from keeping in touch with:

- The four Area Community Planning Groups
- Argyll and Bute's Children
- Corporate Parenting Board

Partnership work on this outcome also contributes to other areas of the overall Local Outcome Improvement Plan, or Single Outcome Agreement, for Argyll and Bute to develop the economy and prevent population decline.

Long Term Objectives (2016 - 2023)

Partnership work will ensure:

- All children and young people are protected from abuse, neglect and harm.
- Children and young people have the right to experience the best health and wellbeing.
- Children and young people have accessible and positive learning environments.
- The promotion and safeguarding of the rights of children and young people, through active participation in all aspects of planning and service delivery across partners.
- Children and young people have equality of access to play, physical education, physical activity and sport.

Success measures

We will know we are making a difference by monitoring:

1. % of children in poverty
2. Number of exclusions within Secondary Schools (Louise Connor)
3. Domestic Abuse incidence level (R, 6)
4. Number of young people misusing substances
5. Number of adults misusing substances (R, 6)
6. Young people educated on cyber bullying (D)
7. Confidence to apply for job or voluntary opportunity. (D)
8. Children and young person membership / use of leisure activities and sport (R, 5)
(D)
9. Percentage of babies with a healthy birth weight
10. Estimated percentage of children with a healthy weight in primary 1
11. Percentage of children in primary 1 with no obvious dental decay experience
12. Number of children living in Argyll and Bute
13. Number of children and young people living in homeless accommodation.

(R, "") = replica of a success measure being used in one of the other 5 delivery plans.

(D) = to be developed

Priority Actions for 2016-2017

- **Actions will be taken forward by the Action Lead Officer, and progress on delivering the action will be monitored by the Outcome Lead at quarterly meetings.**
- **The Outcome Lead will report quarterly to the CPP Management Committee on overall progress.**

Action	Action Lead Officer
Educate young people about the dangers of cyber bullying and child sexual exploitation to keep themselves safe	Louise Long, Health and Social Care Partnership as Chair of Argyll and Bute's Children
Determine the number of children living in poverty in Argyll and Bute at area and overall level to enable a strategy to be developed.	Judy Orr, Welfare Reform Working Group, Argyll and Bute Council.
Roll out of principles of Young Firefighters Programme across Argyll and Bute to increase capacity building programmes for young people	Martin Turnbull, Youth Services Manager, Argyll and Bute Council.
Create prevention and intervention activities improving mental health and young people.	Mark Lines, Locality Manager, Health and Social Care Partnership Other key people: Patricia Renfrew, Health and Social Care Partnership Ann- Marie Knowles, Head of Education, Argyll and Bute Council.
Increase involvement of children and young people in service planning and delivery across all partners using Best Practice models within Argyll and Bute Council	Louise Long, Head of Children and Families.
Introduce Youth Engagement Officers in designated Secondary Schools.	Gail McClymont, Superintendent, Police Scotland

Welcome to Outcome 3 Delivery Plan 2016-2017

This is focused on priority actions needed, by partners working together, to maximise the education, skills and training for all individuals in Argyll and Bute.

The Outcome Lead is: **Cleland Sneddon, Chief Executive, Argyll and Bute Council.**

The lead contributors to delivering activities are:

- **Ann Marie Knowles, Head of Education, Argyll and Bute Council**
- **Ishabel Bremner, Chair of Employability Partnership, Argyll and Bute Council**
- **Anne Paterson, Education Manager Learning and Achievement, Argyll and Bute Council**
- **Anthony Standing, Head of Operations (North), Skills Development Scotland.**
- **Fraser Durie, Principal, Argyll College**
- **Jeannie Holles, Adult Learning Manager, Argyll and Bute Council**
- **Martin Turnbull, Youth Services Manager, Argyll and Bute Council**
- **Louise Long and Ann-Marie Knowles**

The identified leads will benefit from keeping in touch with:

- The four Area Community Planning Groups

Partnership work on this outcome also contributes to other areas of the overall Local Outcome Improvement Plan, or Single Outcome Agreement, for Argyll and Bute to develop the economy and prevent population decline.

Long Term Objectives (2016 - 2023)

Partnership work will ensure:

- Everyone in Argyll and Bute is supported to be ambitious and realise their full potential
- Education and skills training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally
- Our communities contribute and participate in life-long learning
- Our young people are supported to be more confident, resilient and skilled to manage the transition from school to further education, training and employment.
- Skills and support are provided for our residents to progress in their working and learning lives.
- Partners contribute to learning in schools through Curriculum for Excellence.

Success measures

We will know we are making a difference by monitoring:

1. % of looked after children school leavers in a sustained positive destination
2. Increase percentage of school leavers achieving sustained positive destinations. (D)
3. % of 16-19 years olds participating in post school employment, training, further education and higher education. (D)
4. % increase in number of people participating in HE and adult learning and college (FE) provision in Argyll and Bute (R, 1)
5. Total number of volunteering opportunities (R, 6)
6. Total number of young people volunteering known to TSI (R, 6)
7. Increase number of appropriate vocational education and training courses (including skills for work) to reflect local employment opportunities within Argyll and Bute. (D)
8. Employer/ school relations, (R, 1) (D)
9. Participation in learning related to employability to over 25's (D)
10. Raise attainment, close attainment gap (measures to be defined by National Improvement Framework) (D)
11. Modern apprenticeships
12. % of children meeting their development milestones at the 27-30 month
13. Increase in % of P4 pupils attaining their expected levels in the Suffolk reading test (temporary pending NIF measures). (D)
14. Increase the overall percentage of school attendance rates. (D)
15. The percentage of children achieving curriculum levels in literacy and numeracy at P1, P4, P7 and S3 (temporary pending NIF measures).
16. Senior phase qualifications in English and Maths
17. % of children in Argyll and Bute with a Named Person.

Priority actions for 2016-2017

- **Actions will be taken forward by the Action Lead Officer, and progress on delivering the action will be monitored by the Outcome Lead at quarterly meetings.**
- **The Outcome Lead will report quarterly to the CPP Management Committee on overall progress.**

Action	Action Lead Officer
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.	<ul style="list-style-type: none"> • Ann Marie Knowles Head of Education Argyll and Bute Council
Develop a coordinated and open employer engagement approach between partners on what skills are needed and skills gaps.	<ul style="list-style-type: none"> • Ishabel Bremner, Chair of Employability Partnership, Argyll and Bute Council
Roll out the Argyll and Bute Family Pathway across all areas of Argyll and Bute, with wider engagement from partners.	<ul style="list-style-type: none"> • Anne Paterson, Education Manager Learning and Achievement, Argyll and Bute Council
Enhance provision, promotion and participation of Modern Apprenticeships through a partnership approach to ensure implementation of the Highlands and Islands Modern Apprenticeships Expansion Plan in Argyll and Bute.	<ul style="list-style-type: none"> • Anthony Standing, Head of Operations (North), Skills Development Scotland. <p>Other: Seonag Campbell, Regional Skills Planning Lead, SDS. Aileen Goodall, Lead Officer – Opportunities for All, Argyll and Bute Council Julie Hallett, HR Officer, Argyll and Bute Council</p>
Expand the offer of Further Education	<ul style="list-style-type: none"> • Fraser Durie, Principal, Argyll College <p>Other: Jeannie Holles, Adult Learning Manager, Argyll and Bute Council</p>

Action	Action Lead Officer
Enhance strong partnership working between educational establishments and local communities through a mentor programme.	<ul style="list-style-type: none"> • Martin Turnbull, Youth Services Manager, Argyll and Bute Council <p>Other: Anthony Standing, Head of Operations (North) SDS. Louise Connor, Education Manager – Performance and Improvement, Argyll and Bute Council</p>
Named person activity	<ul style="list-style-type: none"> • Louise Long and Ann-Marie Knowles

Welcome to Outcome 2 Delivery Plan 2016-2017

This is focused on priority actions needed, by partners working together, to make a difference to digital, transport and housing in Argyll and Bute.

The Outcome Lead is: Pippa Milne, Executive Director of Development and Infrastructure Services, Argyll and Bute Council.

The lead contributors to delivering activities are:

- **Douglas Blades, Public Transport Officer, Argyll and Bute Council.**
- **Stewart Clark, Marine Operations Manager, Argyll and Bute Council.**
- **Stuart Robertson, Director of Digital Highlands and Islands, HIE**
- **Julie Millar, Promotions and Marketing Officer, Argyll and Bute Council.**
- **Matt Mulderrig, Development Policy Manager, Argyll and Bute Council.**
- **Malcolm MacFadyen, Head of Facility Services, Argyll and Bute Council.**
- **Moira MacVicar, Housing Services Manager, Argyll and Bute Council**

The identified leads will benefit from keeping in touch with:

- The four Area Community Planning Groups
- Judy Orr, Head of Customer Services, Argyll and Bute Council

Partnership work on this outcome also contributes to other areas of the overall Local Outcome Improvement Plan, or Single Outcome Agreement, for Argyll and Bute to develop the economy and prevent population decline.

Long Term Objectives (2016 - 2023)

Partnership work will achieve the following:

- Rural Growth is underpinned by a cohesive approach to regeneration.
- Argyll and Bute's close proximity to Scotland's centres of population is positively promoted.
- The digital network is equitable to high standards experienced across Scotland.
- A high quality digital network exists for public transport information.
- The housing system makes a strong contribution to thriving and sustainable communities and economic growth.
- Our essential utilities can facilitate economic growth across Argyll and Bute.
- Buildings and land use are optimised to best sustain economic growth

Success measures

We will know we are making a difference by monitoring:

1. Positive view of place (R, 5) (D)
2. Business investment activity (D)
3. Businesses per population (D)
4. Perception of travel in Argyll and Bute (D)
5. Passenger volumes on rail, bus and ferry transport in Argyll and Bute (R, 5) (D)
6. Serious road injury/ fatality levels (R, 6)
7. Frequency of passenger service in Argyll and Bute in rail, bus and ferry. (D)
8. % coverage of 4G mobile
9. % coverage of broadband
10. Access to digital information, real time information sites. (D)
11. Housing delivery in relation to the LDP (D)
12. Length of time taken for utility company to put necessary infrastructure in place. (D)
13. Annual Housing Completions
14. Buildings at risk (D)
15. Non domestic rates
16. Community transport (D)

(R, "") = replica of a success measure being used in one of the other 5 delivery plans.

(D) = to be developed

Welcome to Outcome 1 Delivery Plan 2016-2017

This is focused on priority actions needed, by partners working together, to make a difference to the economy and livelihoods of individuals and communities in Argyll and Bute.

The Outcome Lead is: **Jennifer Nicoll, Area Manager, Highlands and Islands Enterprise (HIE)**

The lead contributors to delivering activities are:

- **Ishabel Bremner, Chair of Employability Partnership, Argyll and Bute Council**
- **Lucinda Gray, Head of Projects and Partnerships, HIE**
- **Julie Millar, Promotions and Marketing Officer, Argyll and Bute Council**
- **Mark Steward, Marine and Coastal Development Manager, Argyll and Bute Council**
- **David Smart, Head of Special Projects , HIE**
- **Grant Manders, Chief Superintendent, Police Scotland**
- **Anthony Standing, Head of Operations (North), Skills Development Scotland**
- **Jane Fowler, Head of Improvement and HR, Argyll and Bute Council**

The identified leads will benefit from keeping in touch with:

- The four Area Community Planning Groups
- Economic Forum and its working groups

Partnership work on this outcome also contributes to other areas of the overall Local Outcome Improvement Plan, or Single Outcome Agreement, for Argyll and Bute to develop the economy and prevent population decline.

Long Term Objectives (2016 - 2023)

Partnership work will ensure:

- Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink.
- Argyll and Bute has a positively promoted image within and outwith its area boundary.
- Areas within Argyll and Bute realise their unique potential through partnership working.
- Entrepreneurship is at the heart of all we do.
- The environment is part of the solution to a growing economy.
- Argyll and Bute embraces digital opportunities.

Success measures

We will know we are making a difference by monitoring:

1. Number of visitors to Argyll and Bute
2. Business confidence (D)
3. Visit Scotland figures (D)
4. AITC membership
5. Apprenticeships in tourism (D)
6. Apprenticeships in maritime industry (D)
7. Apprenticeships in food and drink (D)
8. Number of people working/ participating in the sectors of: Tourism, Food and Drink, Maritime industry. (D)
9. Tourism revenue
10. Population figures, in-migration, net migration
11. Inward investment, VAT/PAYE registered businesses per 10,000 adults
12. Awareness of Argyll and Bute by outsiders (R, 2)
13. People choosing to study in Argyll and Bute (D)
14. How people feel about Argyll and Bute? Do people sense partnership working? (D)
15. Number of business start-ups, survival rate after year 1.
16. Community engagement (D)
17. Co-production levels (D)
18. Enterprise education in schools
19. Business links with schools (D)
20. Employment rate
21. % of businesses that can provide digital services to their customers (D)
22. Number of businesses accessing digital courses (D)
23. Number of people completing digital courses (D)
24. Digital and computing offers from schools

(R, “”) = replica of a success measure being used in one of the other 5 delivery plans.

D = indicator to be developed

Priority Actions for 2016-2017

- **Actions will be taken forward by the Action Lead Officer, and progress on delivering the action will be monitored by the Outcome Lead at quarterly meetings.**
- **The Outcome Lead will report quarterly to the CPP Management Committee on overall progress.**

Action	Action Lead Officer
Improve linkages from the curriculum to economic opportunities in Argyll and Bute linked to growth. Creating career pathways for key sectors: tourism, maritime, food and drink.	<ul style="list-style-type: none"> • Ishabel Bremner, Chair of Employability Partnership, Argyll and Bute Council • Anthony Standing, Head of Operations (North), SDS • Aileen Goodall, Lead Officer – Opportunities for All, Argyll and Bute Council
Deliver recommendations to progress Oban as a University Town	<ul style="list-style-type: none"> • Lucinda Gray, Head of Projects and Partnerships, HIE
Deliver coherent multi-agency activities promoting and marketing Argyll and Bute	<ul style="list-style-type: none"> • Julie Millar, Promotions and Marketing Officer, Argyll and Bute Council • David Smart, Head of Special Projects , HIE
Define the opportunities in maritime industry sector of Argyll and Bute, and Explore the feasibility of locally delivered training, apprenticeships and skills development for the marine industry in Argyll and Bute	<p>*Group to be established:</p> <ul style="list-style-type: none"> • Mark Steward, Marine and Coastal Development Manager, Argyll and Bute Council • David Smart, Head of Special Projects , HIE • Stewart Clark, Marine Operations Manager, Argyll and Bute Council
Explore the potential for an Argyll and Bute Centre of Entrepreneurship	<ul style="list-style-type: none"> • Lucinda Gray, Head of Projects and Partnerships, HIE • David Smart, Head of Special Projects HIE
Explore opportunities for joint resourcing and joint recruitment strategies across partners.	<ul style="list-style-type: none"> • Grant Manders, Chief Superintendent, Police Scotland <p>Other:</p> <ul style="list-style-type: none"> Jane Fowler, Head of Improvement and HR, Argyll and Bute Council Julie Millar, Promotions and Marketing Officer, Argyll and Bute Council

Action	Action Lead Officer
Create a public sector asset register to develop economic growth	*Group to be established: <ul style="list-style-type: none"> • Matt Mulderigg, Development Policy Manager, Argyll and Bute Council • Malcolm MacFadyen, Head of Facility Services, Argyll and Bute Council • Graham Whitefield, GIS Manager, Argyll and Bute Council
Create opportunities for young people to enter the public sector	<ul style="list-style-type: none"> • Jane Fowler, Head of Improvement and HR, Argyll and Bute Council

Priority Actions for 2016-2017

- **Actions will be taken forward by the Action Lead Officer, and progress on delivering the action will be monitored by the Outcome Lead at quarterly meetings.**
- **The Outcome Lead will report quarterly to the CPP Management Committee on overall progress.**

Action	Action Lead Officer
Align the scheduling of public transport towards an integrated timetable	<ul style="list-style-type: none"> • Douglas Blades, Public Transport Officer, Argyll and Bute Council. <p>Other relevant people: Ferry user group HITRANS</p>
Develop a plan to promote our Piers and Harbours	<ul style="list-style-type: none"> • Stewart Clark, Marine Operations Manager, Argyll and Bute Council. <p>Other: Julie Millar, Promotions and Marketing Officer, Argyll and Bute Council.</p>
Deliver the roll out of high speed next generation broadband and lobby the Scottish/UK Government to ensure that Argyll and Bute has a favourable / equitable position to other areas.	<ul style="list-style-type: none"> • Stuart Robertson, HIE <p>Other: Moya Ingram, Strategic Transport and Infrastructure Manager.</p> <p>Iain MacInnes, Graduate Digital Liaison Officer, Argyll and Bute Council.</p>
Create positive messaging on travel time and access to Argyll and Bute for visitors.	<ul style="list-style-type: none"> • Julie Millar, Promotions and Marketing Officer, Argyll and Bute Council. <p>Other: Peter Cullen's replacement in Transport Scotland Traffic Scotland Jim Smith, Head of Roads and Amenity Services, Argyll and Bute Council. Neil McRae, Partnership Manager, HITRANS.</p>

Action	Action Lead Officer
Develop an intervention programme to enable the necessary infrastructure be fit for purpose to deliver sites within the Local Development Plan.	<ul style="list-style-type: none"> <li data-bbox="895 239 1369 342">• Matt Mulderigg, Development Policy Manager, Argyll and Bute Council.
Create a singular partnership voice to Rural Regeneration through the creation of improved ways of working and service delivery; transformational change that benefits the community.	<ul style="list-style-type: none"> <li data-bbox="895 425 1374 528">• Malcolm MacFadyen, Head of Facility Services, Argyll and Bute Council.
Housing Plan implementation	<ul style="list-style-type: none"> <li data-bbox="895 611 1366 714">• Moira MacVicar, Housing Services Manager, Argyll and Bute Council