

Argyll and Bute Single Outcome Agreement

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

Working Draft v9

March 2008

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

© 2008 Argyll and Bute Council

Foreword

XXXX

Executive summary

XXXX

Local context

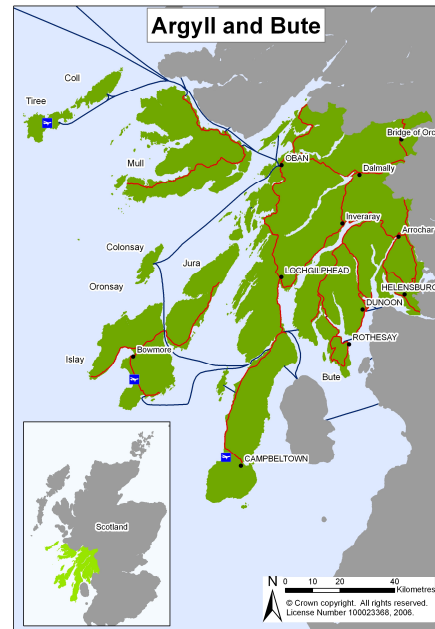
Argyll and Bute is an area of outstanding beauty and varied geography – stretching from Helensburgh in the East to Tiree in the West. The cultural diversity of local communities reflects this geographic diversity.

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

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

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

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



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

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

The main employers are public sector, tourism, construction and agriculture/fishing. There are higher than average levels of self employment, with a significant proportion of this in tourism. This means high levels of seasonal employment providing lower than average annual income. The insecure nature of this employment also makes financial commitment difficult.

The fragile economy means that Argyll and Bute is more vulnerable to change in the public sector and to consumer preferences.

XXXX do we highlight fragile economy some more?

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

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

Leading Rural Area – our shared long term vision

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

Argyll and Bute: Leading Rural Area

Vibrant Communities

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

Outstanding Environment

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

Forward Looking

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

The challenges we face

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

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

Our geography

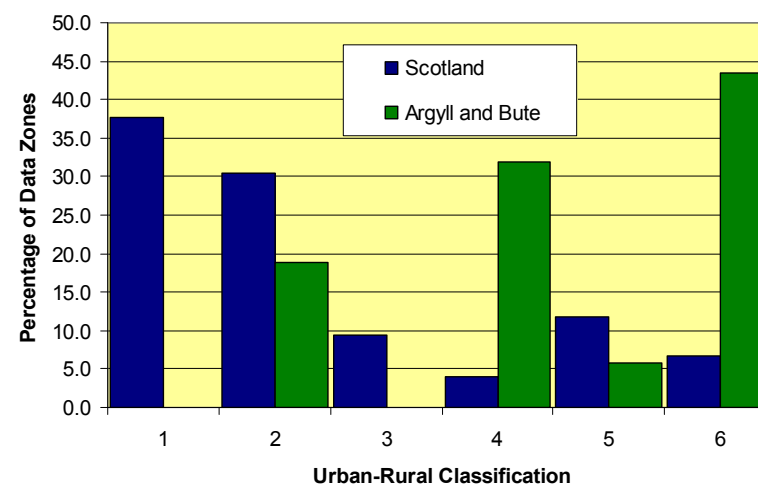
The diverse geography of Argyll and Bute creates significant challenges. 17.4% of the population live on islands and only one island has a fixed link to the mainland, so 17% of the population need to use ferries or air links to access services. The Council and its partners also need to use these links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

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

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

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

Urban-Rural Classification: Scotland and Argyll and Bute



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

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

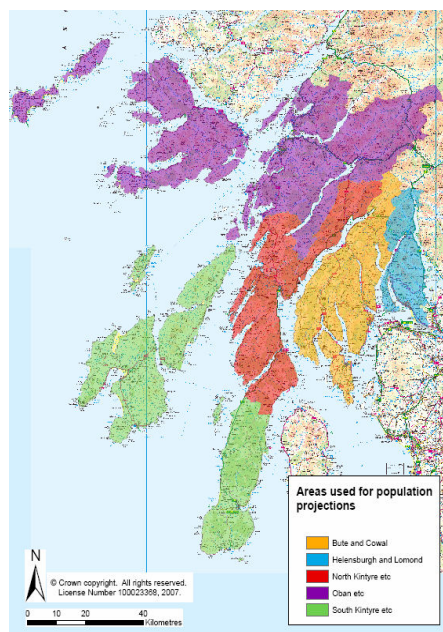
the need to develop different solutions for this area compared to Scotland as a whole.

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

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

Changing population

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



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

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

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

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

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

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

People on the fringe

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

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

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

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

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

Financial

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

The Council has successfully contained expenditure within budget and achieved planned efficiency savings over recent years. Future prospects are more challenging and the Council is has a longer term financial strategy to manage these.

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

Investment in infrastructure is key to creating an attractive, well-connected, modern economy. Action plans have been developed on the basis that funding for infrastructure projects

could be sought from sources such as Challenge Funds and the Regional Transport Partnerships (RTP).

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

Given that it is now the responsibility of each local authority to allocate the total financial resources available to it on the basis of local needs and priorities, it will be very difficult to fund major infrastructure projects. In Argyll and Bute there is a need to invest in improving the condition and extent of the trunk network.

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

In addition to the assets outlined in the table below, the Council is seeking to attract investment in renewable energy with a view to creating a Kintyre and Islay Regional Power Zone. Investment is also required in agriculture, aquaculture and fishing to provide jobs and career opportunities for young people, and to help address rural deprivation.

Capital investment backlog

Asset type	5 Year Investment required	Detail
------------	----------------------------	--------

Schools	£74.9M	Modernise the school estate to create more effective environments for learning and teaching
Roads	£44.3M	<p>Priorities are detailed in the Argyll and Bute Transport Strategy -</p> <p><u>Roads network:</u> Condition and extent of the trunk network Funding for local authorities to maintain and improve the network</p> <p><u>Removing barriers to travel:</u> Fast frequent services and inter-island links Road equivalent tariff</p>
Offices and Depots	£4.6M	<p><u>Public service integration:</u> Joint working Efficiencies and economies of scale Access to services and support for key services</p>
Leisure facilities	£1.4M	<p><u>New opportunities:</u> Coastal and marine national park Tourism</p> <p><u>Strengthening existing activity:</u> Rejuvenation of the main towns</p>
Total	£125.2M	

Relationship between local context and Scottish Government objectives

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

- Vibrant communities
- Outstanding environment
- Forward looking

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

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

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

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

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

Wealthier and Fairer

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

Argyll and Bute challenges:

Developing Economy:

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

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

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

Remote and Island Communities:

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

Infrastructure:

- critical to economic sustainability and access to services. 17% of the population live on islands reliant on a ferry.

1 in 5 people don't live in a settlement - sparsely populated areas have road links with long drive times and very often only one road connects settlements. In recent years, landslides affecting major trunk roads effectively cut off Argyll for days at a time; car crashes can result in road closures lasting several hours.

Smarter

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

Argyll and Bute challenges:

Service Delivery Challenges:

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

Healthier

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

Argyll and Bute challenges:

Remote and Island Communities:

Population projections up to 2024 show possible large increase in the older population and significant drop in the younger population resulting in a decrease in working age people. The

changing population raises particular challenges for the provision and delivery of healthcare services and elderly care.

Infrastructure:

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

Safer and Stronger

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

Argyll and Bute challenges:

Remote and Islands Communities:

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

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

Partnership working – the key to successful delivery

Argyll and Bute Community Planning Partnership

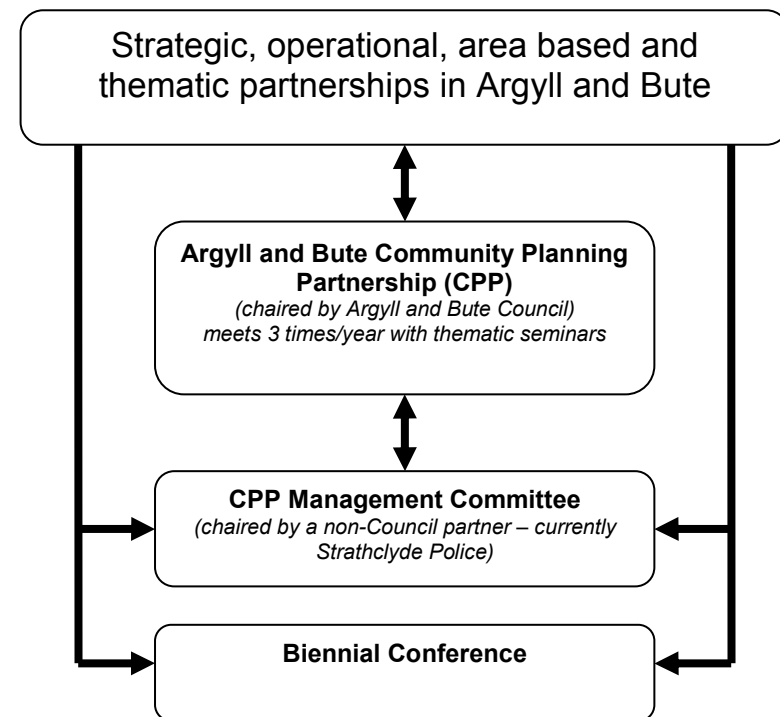
In Argyll and Bute the Community Planning Partnership enables public, private, community and voluntary sector organisations to work together to improve services for the people of Argyll and Bute.

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

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

In Argyll and Bute the CPP has evolved to be an effective interlinked network of partnerships and as such has developed a web like structure rather than a conventional hierarchy. This structure enables the CPP to be pro-active in addressing issues that affect Argyll and Bute.

The Full partnership only meets three times a year, is chaired by the Council and enables all the partners to come together to gather and disseminate information. The Management



Committee which meets every eight weeks is always chaired and hosted by a partner organisation. The Management Committee is where issues can be raised that requires the attention of Community Planning or another existing partnership.

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

Transition to the Fairer Scotland Fund

XXXX explain how this is happening – will complete this bit after CPP meeting on the 14th March

XXXX include contraction from carry forward of BNSF

Future changes

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

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

Outcomes and commitments

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

Our approach

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

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

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

Connecting aims to action

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

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

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

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

XXXX diagram to show the links???

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

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

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

Scottish Government					National outcomes		Argyll and Bute			
Wealthier and Fairer	Smarter	Healthier	Safer and Stronger	Greener			OE	VC		FL
							Environment	Social Change	Economy	Organisational Development
✓	✓				1	We live in a Scotland that is the most attractive place for doing business in Europe.				
✓	✓		✓		2	We realise our full economic potential with more and better employment opportunities for our people.				
✓	✓				3	We are better educated, more skilled and more successful, renowned for our research and innovation.				
	✓	✓	✓		4	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.				
	✓	✓	✓		5	Our children have the best start in life and are ready to succeed.				
		✓	✓	✓	6	We live longer, healthier lives.				
✓	✓	✓	✓		7	We have tackled the significant inequalities in Scottish society.				
✓		✓	✓		8	We have improved the life chances for children, young people and families at risk.				
✓		✓	✓		9	We live our lives safe from crime, disorder and danger.				
		✓	✓	✓	10	We live in well-designed, sustainable places where we are able to access the amenities and services we need.				
			✓		11	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.				
			✓	✓	12	We value and enjoy our built and natural environment and protect it and enhance it for future generations.				
✓			✓	✓	13	We take pride in a strong, fair and inclusive national identity.				
✓				✓	14	We reduce the local and global environmental impact of our consumption and production.				
	✓	✓	✓		15	Our public services are high quality, continually improving, efficient and responsive to local people's needs.				




Our agreed outcomes

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

Each outcome is structured as follows:

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

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

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

Outcome references are detailed with prefixes as follows:

- SD – strategic delivery from Argyll and Bute Council corporate plan
- C – campaigning topics from Argyll and Bute Council corporate plan
- H, E, A and T – the different elements of the national HEAT targets for the NHS

Further details are available in the appendix of reference materials where summary tables show the links between the outcomes delivered by partners and the National Outcomes for each partner organisation.

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



We need more investment in Argyll and Bute – especially from the private sector to reduce dependence on the public sector. The Scottish Government is an essential partner.

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

Political Lead: Cllr Robert Macintyre, Robert.Macintyre@argyll-bute.gov.uk

Strategic Management Lead: George Harper, Director, Argyll and Bute Council, George.Harper@argyll-bute.gov.uk

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



Sustainable economic growth is essential to the future of Argyll and Bute's communities, especially those in more remote or fragile areas. Without this growth young people will continue to leave the area and communities continue the trend towards older population profile and decline.

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

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

Political Lead: Cllr Duncan MacIntyre, Duncan.MacIntyre@argyll-bute.gov.uk

Strategic Management Lead: George Harper, Director, Argyll and Bute Council, George.Harper@argyll-bute.gov.uk

National Outcome 3 – We are better educated, more skilled and more successful, renowned for our research and innovation.



Education performance is very good, but there is a need for support to translate that into local innovation and business growth. If this does not occur the well educated young people of Argyll and Bute will continue to leave and the difficulty of attracting inward migrants will continue. There has been local action to address the need for vocational skills, e.g. in construction, but more support would be useful.

Key local outcomes, indicators and targets		CPP lead partner	Target
SD2	Introduction of modern waste management techniques to reduce waste going to landfill and improve recycling	ABC	March 2010
SD3	Development of an indicative forestry strategy to facilitate better design and management of forestry operations to bring environmental, commercial and employment benefits to Argyll and Bute.	ABC	October 2008
SD5b	Schools will be challenged and supported to ensure that, in HMIE inspection reports and following School Reviews evaluations will continue to improve.	ABC	June 2010 Minimum level Good and 75% will be Very Good
SD10b	Work local producers to promote Argyll and Bute as an area that produces high quality food.	ABC	2008
SD11	Establishment of a corporate business change and improvement team to improve the experience of service users and improve the reputation of Argyll and Bute Council	ABC	June 2008
SD12	Introduction of Pyramid performance management system and subsequent action focused on culture change	ABC	May 2009
SD13a	Analysis of Council services and dialogue with partners locally on integration as part of the Shared Services Diagnostic Project.	ABC	June 2008
SD14	Developing dialogue in rural areas on the means to boost the social economy as an important contributor to local service delivery	ABC	March 2008 and ongoing
Campaigning topics – the areas where we need Scottish Government support			
C2a	Creation of a Kintyre and Islay Regional Power Zone		

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

Political Lead: Cllr Isobel Strong, Isobel.Strong@argyll-bute.gov.uk

XXXX TO BE CONFIRMED

Strategic Management Lead: XXXXX HIE – name to be identified – or George Harper??

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




The education and personal development of young people in Argyll and Bute is something where we excel. The issue is that these young people leave the area to pursue their education and career opportunities.

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

Political Lead: Cllr Isobel Strong, Isobel.Strong@argyll-bute.gov.uk

Strategic Management Lead: Douglas Hendry, Director, Argyll and Bute Council, Douglas.Hendry@argyll-bute.gov.uk

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

	This is an area where Argyll and Bute does very well already.
---	---

Key local outcomes, indicators and targets		CPP lead partner	Target
SD5a	Investment in the school estate to improve, renew or dispose of facilities to create more effective environments for learning and teaching. (Refers to agreement of investment strategy.)	ABC	June 2008
SD5b	Schools will be challenged and supported to ensure that, in HMIE inspection reports and following School Reviews evaluations will continue to improve.	ABC	June 2010 Minimum level Good and 75% will be Very Good
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
H2	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.	ABCHP	XXXX
H3	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.	ABCHP	XXXX
H7	Increase the proportion of new-born children exclusively breastfed at 6-8 weeks from 26.6% in 2006/2007 to 33.3% in 2010/2011.	ABCHP	XXXX
Campaigning topics – the areas where we need Scottish Government support			
C5a	Fast frequent services and inter-island links		
C7a	Housing		
National indicators and targets			
7, 8, 9, 10, 11, 12, 14, 16 and 44			

Political Lead: Cllr Isobel Strong, Isobel.Strong@argyll-bute.gov.uk

Strategic Management Lead: Douglas Hendry, Director, Argyll and Bute Council, Douglas.Hendry@argyll-bute.gov.uk

National Outcome 6 – We live longer, healthier lives.



There are some significant challenges in this area, but in general the health of the population in Argyll and Bute is better than most areas of Scotland.

Key local outcomes, indicators and targets		CPP lead partner	Target
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
H1	Reduce mortality from Coronary Heart Disease among the under 75s in deprived areas.	ABCHP	XXXX
H2	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.	ABCHP	XXXX
H3	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.	ABCHP	XXXX
H4	Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.	ABCHP	XXXX
H5	Reduce suicide rate between 2002 and 2013 by 20%, supported by 50% of key frontline staff in mental health and substance misuse services, primary care, and accident and emergency being educated and trained in using suicide assessment tools/ suicide prevention training programmes by 2010.	ABCHP	XXXX
H6	Through smoking cessation services, support 8% of your Board's smoking population in successfully quitting (at one month post quit) over the period 2008/2009 – 2010/2011.	ABCHP	XXXX
H7	Increase the proportion of new-born children exclusively breastfed at 6-8 weeks from 26.6% in 2006/2007 to 33.3% in 2010/2011.	ABCHP	XXXX
A1	Ensure that anyone contacting their GP surgery has guaranteed access to a GP, nurse or other health care professional within 48 hours.	ABCHP	XXXX
A2	The maximum wait from urgent referral to treatment for all cancers is two months.	ABCHP	XXXX
A4	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 15 weeks from GP referral to a first outpatient appointment from 31 March 2009.	ABCHP	XXXX
A5	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 15 weeks for inpatient or day case treatment from 31 March 2009.	ABCHP	XXXX

A6	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 6 weeks for one of the 8 key diagnostic tests from 31 March 2009.	ABCHP	XXXX
T1	By 2008/2009, we will reduce the proportion of older people (aged 65+) who are admitted as an emergency inpatient 2 or more times in a single year by 20% compared with 2004/2005 and reduce, by 10%, emergency inpatient bed days for people aged 65 and over by 2008.	ABCHP	XXXX
T3	Reduce the annual rate of increase of defined daily dose per capita of anti-depressants to zero by 2009/2010, and put in place the required support framework to achieve a 10% reduction in future years.	ABCHP	XXXX
T4	Reduce the number of readmissions (within one year for those that have had a psychiatric hospital admission of over 7 days by 10% by the end of December 2009).	ABCHP	XXXX
T5	To reduce all staphylococcus aureus bacteraemia (including MRSA) by 30% by 2010.	ABCHP	XXXX
T6	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD, Asthma, Diabetes or CHD, from 2006/2007 to 2010/2011.	ABCHP	XXXX
T8	Increase the level of older people with complex care needs receiving care at home.	ABCHP	XXXX
T9	Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.	ABCHP	XXXX
Campaigning topics – the areas where we need Scottish Government support			
C7a	Housing		
C10a	Rural deprivation		
C10b	Excluded groups		
National indicators and targets			
10, 11, 14, 15, 16, 17, 18, 19, 20, 21, 26, 29, 36, 37 and 44			

Political Lead: Cllr Donald McIntosh, Donald.McIntosh@argyll-bute.gov.uk

XXXX TO BE CONFIRMED

Strategic Management Lead: Derek Leslie, General Manager, Argyll and Bute CHP, derek.leslie@nhs.net

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



We have issues of dispersed rural deprivation and small concentrations in the urban centres, but nothing like the major conurbations.

Key local outcomes, indicators and targets		CPP lead partner	Target
SD5b	Schools will be challenged and supported to ensure that, in HMIE inspection reports and following School Reviews evaluations will continue to improve.	ABC	June 2010 Minimum level Good and 75% will be Very Good
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
SD8b	Improved facilities for public transport – including ferries	ABC	2010-2014
H1	Reduce mortality from Coronary Heart Disease among the under 75s in deprived areas.	ABCHP	XXXX
H2	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.	ABCHP	XXXX
H3	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.	ABCHP	XXXX
H4	Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.	ABCHP	XXXX
H6	Through smoking cessation services, support 8% of your Board's smoking population in successfully quitting (at one month post quit) over the period 2008/2009 – 2010/2011.	ABCHP	XXXX
H7	Increase the proportion of new-born children exclusively breastfed at 6-8 weeks from 26.6% in 2006/2007 to 33.3% in 2010/2011.	ABCHP	XXXX
A1	Ensure that anyone contacting their GP surgery has guaranteed access to a GP, nurse or other health care professional within 48 hours.	ABCHP	XXXX
A2	The maximum wait from urgent referral to treatment for all cancers is two months.	ABCHP	XXXX
T6	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD, Asthma, Diabetes or CHD, from 2006/2007 to 2010/2011.	ABCHP	XXXX

Campaigning topics – the areas where we need Scottish Government support		
C5a	Fast frequent services and inter-island links	
C7a	Housing	
C9	Supersparsity - Cost of service delivery	
C10a	Rural deprivation	
C10b	Excluded groups	
National indicators and targets		
7, 8, 9, 10, 11, 12, 14, 15, 16, 21, 22, 28, 30, 31, 37 and 44		

Political Lead: Cllr George Freeman, George.Freeman@argyll-bute.gov.uk

Strategic Management Lead: Douglas Hendry, Director, Argyll and Bute Council, Douglas.Hendry@argyll-bute.gov.uk

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



Deprivation and poverty are not the main issues in Argyll and Bute. There are some challenges that need Scottish Government support – especially where we have to deliver services in remote and rural communities.

Key local outcomes, indicators and targets		CPP lead partner	Target
SD5b	Schools will be challenged and supported to ensure that, in HMIE inspection reports and following School Reviews evaluations will continue to improve.	ABC	June 2010 Minimum level Good and 75% will be Very Good
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
H4	Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.	ABCHP	XXXX
H7	Increase the proportion of new-born children exclusively breastfed at 6-8 weeks from 26.6% in 2006/2007 to 33.3% in 2010/2011.	ABCHP	XXXX
Campaigning topics – the areas where we need Scottish Government support			
C7a	Housing		
C7b	Jobs/careers		
C10a	Rural deprivation		
C10b	Excluded groups		
National indicators and targets			
2, 7, 8, 9, 10, 12, 16, 17, 18, 22, 29, 30, 37, 43 and 44			

Political Lead: Cllr Donald McIntosh, Donald.McIntosh@argyll-bute.gov.uk

Strategic Management Lead: Douglas Hendry, Director, Argyll and Bute Council, Douglas.Hendry@argyll-bute.gov.uk

National Outcome 9 – We live our lives safe from crime, disorder and danger.



Argyll and Bute is a safe place to live. There are relatively minor problems in some of the urban centres, usually related to alcohol.

Key local outcomes, indicators and targets

		CPP lead partner	Target
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
H4	Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.	ABCHP	XXXX
T4	Reduce the number of readmissions (within one year for those that have had a psychiatric hospital admission of over 7 days by 10% by the end of December 2009).	ABCHP	XXXX
T5	To reduce all staphylococcus aureus bacteraemia (including MRSA) by 30% by 2010.	ABCHP	XXXX

Campaigning topics – the areas where we need Scottish Government support

C3a Rejuvenation of the main towns

C10b Excluded groups

National indicators and targets

9, 10, 16, 18, 23, 24, 25, 28, 29, 31 and 43

Political Lead: Cllr George Freeman, George.Freeman@argyll-bute.gov.uk

XXXX TO BE CONFIRMED

Strategic Management Lead: Raymond Park, Superintendent, Strathclyde Police, Raymond.Park@strathclyde.pnn.police.uk

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



This is a high priority because of the need for significant investment in: the main towns of Argyll and Bute; transportation infrastructure; and improved provision of services to remote and fragile communities

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

SD12	Introduction of Pyramid performance management system and subsequent action focused on culture change	ABC	May 2009
SD13a	Analysis of Council services and dialogue with partners locally on integration as part of the Shared Services Diagnostic Project.	ABC	June 2008
SD14	Developing dialogue in rural areas on the means to boost the social economy as an important contributor to local service delivery	ABC	March 2008 and ongoing
H5	Reduce suicide rate between 2002 and 2013 by 20%, supported by 50% of key frontline staff in mental health and substance misuse services, primary care, and accident and emergency being educated and trained in using suicide assessment tools/ suicide prevention training programmes by 2010.	ABCHP	XXXX
A1	Ensure that anyone contacting their GP surgery has guaranteed access to a GP, nurse or other health care professional within 48 hours.	ABCHP	XXXX
A3	To respond to 75% of Category A calls within 8 minutes from April 2009 onwards across mainland Scotland.	ABCHP	XXXX
A5	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 15 weeks for inpatient or day case treatment from 31 March 2009.	ABCHP	XXXX
A6	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 6 weeks for one of the 8 key diagnostic tests from 31 March 2009.	ABCHP	XXXX
T3	Reduce the annual rate of increase of defined daily dose per capita of anti-depressants to zero by 2009/2010, and put in place the required support framework to achieve a 10% reduction in future years.	ABCHP	XXXX
T8	Increase the level of older people with complex care needs receiving care at home.	ABCHP	XXXX
Campaigning topics – the areas where we need Scottish Government support			
C1a	Condition and extent of the trunk network		
C1b	Funding to maintain and improve the rural road network		
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C3a	Rejuvenation of the main towns		
C5a	Fast frequent services and inter-island links		
C5b	Road Equivalent Tariff		
C6	Access to services and support for key/iconic services		
C7a	Housing		
C7b	Jobs/careers		

C7c	Vocational education		
C8a	Joint working		
C9	Supersparsity - Cost of service delivery		
C10a	Rural deprivation		
C10b	Excluded groups		
National indicators and targets			
4, 6, 13, 19, 20, 21, 22, 26, 27, 28, 32, 34, 36, 37, 42, 43, 44 and 45			

Political Lead: Cllr Len Scoullar, Len.Scoullar@argyll-bute.gov.uk

Strategic Management Lead: George Harper, Director, Argyll and Bute Council, George.Harper@argyll-bute.gov.uk

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



Out-migration of young people and in migration of older people is gradually weakening our traditionally strong communities. Investment to promote in-migration by young people is essential to the long term sustainable future of Argyll and Bute's communities.

Key local outcomes, indicators and targets		CPP lead partner	Target
SD1b	Agreement of strategic concordats with renewable energy companies to deliver community benefits.	ABC	November 2008
SD7c	Development of a long term vision to 2030 for the release of land around Helensburgh and Cardross to help sustain and grow those communities	ABC	April 2009
SD8a	Improvements to key sections of the roads network (With STAG appraisals on strategic schemes)	ABC	2008-2014
SD9	Development and delivery of agreed regeneration plans for each of the waterfront towns in Argyll and Bute.	ABC	June 2008
SD10a	Creation of a high quality image/brand to attract investment and people to the area.	ABC	2008
SD11	Establishment of a corporate business change and improvement team to improve the experience of service users and improve the reputation of Argyll and Bute Council	ABC	June 2008
SD14	Developing dialogue in rural areas on the means to boost the social economy as an important contributor to local service delivery	ABC	March 2008 and ongoing
T3	Reduce the annual rate of increase of defined daily dose per capita of anti-depressants to zero by 2009/2010, and put in place the required support framework to achieve a 10% reduction in future years.	ABCHP	XXXX
T8	Increase the level of older people with complex care needs receiving care at home.	ABCHP	XXXX
Campaigning topics – the areas where we need Scottish Government support			
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C3a	Rejuvenation of the main towns		
C5a	Fast frequent services and inter-island links		
C6	Access to services and support for key/iconic services		
C10a	Rural deprivation		
C10b	Excluded groups		
National indicators and targets			

7, 10, 13, 15, 18, 20, 21, 22, 23, 24, 26, 28, 29, 31, 32, 33, 34, 35, 36, 39 and 41

Political Lead: Cllr George Freeman, George.Freeman@argyll-bute.gov.uk

XXXX TO BE CONFIRMED

Strategic Management Lead: Raymond Park, Superintendent, Strathclyde Police, Raymond.Park@strathclyde.pnn.police.uk

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



This is a !!, but reflects a mixed picture. There is a significant need for investment in the main towns of Argyll and Bute (!!!) to improve the fabric and infrastructure to make them more attractive places to live, work and visit. The natural environment is generally well regarded and protected (!) with some help required to promote the area sensitively to encourage visits from 'high value' tourists – i.e. promoting Argyll and Bute as a quality destination

Key local outcomes, indicators and targets		CPP lead partner	Target
SD1a	Development of an energy strategy for Argyll and Bute to enable strategic management of renewable energy developments to maximise the contribution to national needs without compromising sensitive areas.	ABC	November 2008
SD1b	Agreement of strategic concordats with renewable energy companies to deliver community benefits.	ABC	November 2008
SD2	Introduction of modern waste management techniques to reduce waste going to landfill and improve recycling	ABC	March 2010
SD3	Development of an indicative forestry strategy to facilitate better design and management of forestry operations to bring environmental, commercial and employment benefits to Argyll and Bute.	ABC	October 2008
SD4	Promoting the culture and heritage of Argyll and Bute under the Homecoming 2009 banner to raise the profile of Argyll and Bute and encourage more people to visit the area.	ABC	December 2009
SD7a	Promote housing development to meet local needs through the Local Housing Strategy.	ABC	December 2009
SD7c	Development of a long term vision to 2030 for the release of land around Helensburgh and Cardross to help sustain and grow those communities	ABC	April 2009
SD9	Development and delivery of agreed regeneration plans for each of the waterfront towns in Argyll and Bute.	ABC	June 2008
SD10a	Creation of a high quality image/brand to attract investment and people to the area.	ABC	2008
Campaigning topics – the areas where we need Scottish Government support			
C2a	Creation of a Kintyre and Islay Regional Power Zone		
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C3a	Rejuvenation of the main towns		


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

Political Lead: Cllr Robert Macintyre, Robert.Macintyre@argyll-bute.gov.uk

XXXX TO BE CONFIRMED

Strategic Management Lead: Andrew Campbell, Area Manager, Scottish Natural Heritage, Andrew.Campbell@snh.gov.uk

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

	There is a very strong sense of local identity and pride in Argyll and Bute. There is a need to be more proactive about promoting the significant role that Argyll and Bute has played in Scotland’s history and the contribution that can be made in future.
---	---

Key local outcomes, indicators and targets		CPP lead partner	Target
SD4	Promoting the culture and heritage of Argyll and Bute under the Homecoming 2009 banner to raise the profile of Argyll and Bute and encourage more people to visit the area.	ABC	December 2009
SD10a	Creation of a high quality image/brand to attract investment and people to the area.	ABC	2008
Campaigning topics – the areas where we need Scottish Government support			
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C4a	Coastal and Marine National Park		
C4b	Tourism		
National indicators and targets			
1, 13, 23, 24, 28, 33, 34, 37 and 41			

Political Lead: Cllr Robert Macintyre, Robert.Macintyre@argyll-bute.gov.uk

Strategic Management Lead: George Harper, Director, Argyll and Bute Council, George.Harper@argyll-bute.gov.uk

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



Targeted investment by the Scottish Government can catalyse the development of significant capacity to generate renewable energy to reduce the climate change impact of Scotland. Effective management of this can provide long term employment and income to support rural communities like those in Argyll and Bute.

Key local outcomes, indicators and targets		CPP lead partner	Target
SD1a	Development of an energy strategy for Argyll and Bute to enable strategic management of renewable energy developments to maximise the contribution to national needs without compromising sensitive areas.	ABC	November 2008
SD2	Introduction of modern waste management techniques to reduce waste going to landfill and improve recycling	ABC	March 2010
SD3	Development of an indicative forestry strategy to facilitate better design and management of forestry operations to bring environmental, commercial and employment benefits to Argyll and Bute.	ABC	October 2008
SD5a	Investment in the school estate to improve, renew or dispose of facilities to create more effective environments for learning and teaching. (Refers to agreement of investment strategy.)	ABC	June 2008
SD8b	Improved facilities for public transport – including ferries	ABC	2010-2014
SD10b	Work local producers to promote Argyll and Bute as an area that produces high quality food.	ABC	2008
Campaigning topics – the areas where we need Scottish Government support			
C2a	Creation of a Kintyre and Islay Regional Power Zone		
C2b	Enhanced grid capacity to enable growth for commercial and community benefit from renewables		
C3b	Agriculture, forestry, aquaculture and fishing		
C4a	Coastal and Marine National Park		
C4b	Tourism		
National indicators and targets			
4, 6, 27, 32, 33, 35, 36, 38, 39 and 40			

Political Lead: Cllr Robert Macintyre, Robert.Macintyre@argyll-bute.gov.uk

Strategic Management Lead: Andy Law, Director, Argyll and Bute Council, Andrew.Law@argyll-bute.gov.uk

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



The public sector is the main employer in the Argyll and Bute economy. The different partners are working to improving efficiency and effectiveness. There is a role for the Scottish Government to ensure that national efficiency measures do not draw jobs away from remote and rural areas. Job migration like this can have a disproportionate effect on rural communities.

Key local outcomes, indicators and targets		CPP lead partner	Target
SD2	Introduction of modern waste management techniques to reduce waste going to landfill and improve recycling	ABC	March 2010
SD5a	Investment in the school estate to improve, renew or dispose of facilities to create more effective environments for learning and teaching. (Refers to agreement of investment strategy.)	ABC	June 2008
SD5c	The Council will implement a proactive recruitment strategy to attract and support the development of high calibre candidates to posts at all levels in education.	ABC	August 2009
SD6	Significantly improve the performance of social work through implementation of the improvement plan following the internal review and SWIA inspection.	ABC	December 2008
SD7a	Promote housing development to meet local needs through the Local Housing Strategy.	ABC	December 2009
SD7b	Eradication of homelessness by 2012. Interim target of assessing 80% of all Homeless applications as priority need by 2009.	ABC	2012
SD8b	Improved facilities for public transport – including ferries	ABC	2010-2014
SD9	Development and delivery of agreed regeneration plans for each of the waterfront towns in Argyll and Bute.	ABC	June 2008
SD11	Establishment of a corporate business change and improvement team to improve the experience of service users and improve the reputation of Argyll and Bute Council	ABC	June 2008
SD12	Introduction of Pyramid performance management system and subsequent action focused on culture change	ABC	May 2009
SD13a	Analysis of Council services and dialogue with partners locally on integration as part of the Shared Services Diagnostic Project.	ABC	June 2008
SD13b	Working with partners nationally on shared services to improve efficiency and employment prospects in Argyll and Bute.	ABC	Ongoing

SD14	Developing dialogue in rural areas on the means to boost the social economy as an important contributor to local service delivery	ABC	March 2008 and ongoing
E1	Universal utilisation of CHI	ABCHP	XXXX
E2	NHS Boards to achieve a sickness absence rate of 4% from 31 March 2009.	ABCHP	XXXX
E3	NHS boards to ensure that all employees covered by Agenda for Change have an agreed KSF personal development plan by March 2009.	ABCHP	XXXX
E4	NHS Boards to deliver agreed improved efficiencies for 1 st outpatient attendance DNA, non-routine inpatient average length of stay, review to new outpatient attendance ratio and day case rate by March 2011.	ABCHP	XXXX
E5	NHS boards to operate within their agreed revenue resource limit; operate within their capital resource limit; meet their cash requirement.	ABCHP	XXXX
E6	NHS boards to meet their cash efficiency target.	ABCHP	XXXX
E7	To increase the percentage of new GP outpatient referrals into consultant led secondary care services that are triaged online for clinical priority and appropriate recipient service to 90% from December 2010.	ABCHP	XXXX
A1	Ensure that anyone contacting their GP surgery has guaranteed access to a GP, nurse or other health care professional within 48 hours.	ABCHP	XXXX
A3	To respond to 75% of Category A calls within 8 minutes from April 2009 onwards across mainland Scotland.	ABCHP	XXXX
A4	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 15 weeks from GP referral to a first outpatient appointment from 31 March 2009.	ABCHP	XXXX
A5	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 15 weeks for inpatient or day case treatment from 31 March 2009.	ABCHP	XXXX
A6	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 6 weeks for one of the 8 key diagnostic tests from 31 March 2009.	ABCHP	XXXX
A7	NHS Boards will achieve agreed reductions in the rates of attendance at A&E, from 2006/2007 to 2010/2011; and from end 2007 no patient will wait more than 4 hours from arrival to admission, discharge or transfer for accident and emergency treatment.	ABCHP	XXXX
T1	By 2008/2009, we will reduce the proportion of older people (aged 65+) who are admitted as an emergency inpatient 2 or more times in a single year by 20% compared with 2004/2005 and reduce, by 10%, emergency inpatient bed days for people aged 65 and over by 2008.	ABCHP	XXXX
T2	QIS clinical governance and risk management standards improving.	ABCHP	XXXX

T4	Reduce the number of readmissions (within one year for those that have had a psychiatric hospital admission of over 7 days by 10% by the end of December 2009).	ABCHP	XXXX
T5	To reduce all staphylococcus aureus bacteraemia (including MRSA) by 30% by 2010.	ABCHP	XXXX
T6	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD, Asthma, Diabetes or CHD, from 2006/2007 to 2010/2011.	ABCHP	XXXX
T7	Improvement in the quality of healthcare experience.	ABCHP	XXXX
T9	Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.	ABCHP	XXXX
Campaigning topics – the areas where we need Scottish Government support			
C1b	Funding to maintain and improve the rural road network		
C4c	Shared services		
C6	Access to services and support for key/iconic services		
C8a	Joint working		
C8b	Efficiencies and economies of scale		
C9	Supersparsity - Cost of service delivery		
National indicators and targets			
4, 7, 8, 9, 11, 12, 16, 19, 20, 21, 22, 24, 25, 26, 32, 36, 39, 41, 42, 43, 44 and 45			

Political Lead: Cllr James Robb, James.Robb@argyll-bute.gov.uk

Strategic Management Lead: Nigel Stewart, Director, Argyll and Bute Council, Nigel.Stewart@argyll-bute.gov.uk

Governance and delivery

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

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

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

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

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

Political leads			
Councillor	Spokesperson for	Remit	National outcomes
Dick Walsh (leader)	Leadership and Organisational Development	Development and operation of the Council, performance, improvement and resources, local government and the public sector generally, corporate and strategic planning, best value, efficient government and shared services, Community Planning, democratic processes, leadership, equal opportunities, public sector reform, customer first	Strategic overview of all outcomes
Cllr Robert Macintyre (depute leader)	Economy, Environment and Rural Affairs	Strategic regeneration, economy, business and industry, vocational training, tourism, environment and sustainable development, natural heritage, planning and building standards, energy, agriculture, forest, fisheries	1, 12, 13 and 14

Political leads			
Councillor	Spokesperson for	Remit	National outcomes
Isobel Strong	Education and Lifelong Learning	School, pre-school, young people and lifelong learning	3, 4 and 5
Donald McIntosh	Social Services	Social Services, Community Health and wellbeing, arts, culture, leisure and sport	6 and 8
George Freeman	Housing and Communities	Housing, poverty, local area regeneration, voluntary sector	7, 9 and 11
Duncan MacIntyre	Transport and Infrastructure	Roads, transport and infrastructure	2
Len Scoullar	Islands	Development, sustaining communities, Initiative at the Edge, national and international island issues	10
James Robb	21 st Century	Information and communication technology, procurement	15

The relevant strategic management leads are detailed below.

Strategic management leads			
Name	Position	Organisation	National outcomes
James McLellan	Chief Executive	Argyll and Bute Council	Strategic overview of all outcomes
XXXX	XXXX	HIE	3
Douglas Hendry	Director	Argyll and Bute Council	4, 5, 7 and 8
Derek Leslie	General Manager	Argyll and Bute Community Health Partnership (CHP)	6
Raymond Park	Superintendent	Strathclyde Police	9 and 11
George Harper	Director	Argyll and Bute Council	1, 2, 10 and 13
Andrew Campbell	Area Manager	Scottish Natural Heritage	12
Andy Law	Director	Argyll and Bute Council	14
Nigel Stewart	Director	Argyll and Bute Council	15

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

The Fairer Argyll and Bute Plan

XXXX what is the FAB plan – relationship with FSF, JHIP etc

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

XXXX in effect have the 4 page summary here (tweaked to fit) so that there is consistency with what we send to the Scottish Government – a more detailed plan will be developed separately

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

Fairer Argyll and Bute Plan		
Strategic focus – inequalities and preventative action		
<p>Direction of travel – from geographic focus on specific urban communities to a thematic approach focused on all communities in Argyll and Bute.</p> <p>2008/9 will see a transition from distinct activities funded by separate funding streams in different partners to a more integrated evidence-based approach to target action more effectively</p>		
Historic activities and funding streams	<p>Transition – the same staff starting to work with a different mix of people and groups. Focus is on bringing together activities previously funded by Community Regeneration Fund, Community Voices, More Choices More Chances and Changing Children’s Services funds. This includes significant review/changes prior to start of financial year to manage significant cut in funding.</p>	New focus for activities targeting inequalities in Argyll and Bute
Needs analysis to clarify priority issues to tackle in new thematic approach		
Catalysing change – taking action to ensure that there is long-term capacity to support individuals and communities to develop local independent action and engagement in community planning processes		
Integration – bringing together key activities to ensure integration, alignment, good connections and more effective partnership action focused on local needs. Primary focus will be on integration with JHIP, employability and European funding		

Stakeholder involvement

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

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

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

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

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

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

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

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

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

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

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

Performance management

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

National indicators and targets		Data source	Frequency	Last update	Scottish baseline	Scottish target	Argyll and Bute baseline	Argyll and Bute target
1	At least halve the gap in total research and development spending compared with EU average by 2011							
2	Increase the business start up rate							
3	Grow exports at a faster rate than average GDP							
4	Reduce the proportion of driver journeys delayed due to traffic congestion							
5	Increase the percentage of Scottish domiciled graduates from Scottish Higher Education Institutions in positive destinations							
6	Improve knowledge transfer from research activity in universities							
7	Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)							
8	Increase the proportion of schools receiving positive inspection reports							

National indicators and targets		Data source	Frequency	Last update	Scottish baseline	Scottish target	Argyll and Bute baseline	Argyll and Bute target
9	Increase the overall proportion of area child protection committees receiving positive inspection reports							
10	Decrease the proportion of individuals living in poverty							
11	60% of school children in primary 1 will have no signs of dental disease by 2010							
12	Increase the proportion of pre-school centres receiving positive inspection reports							
13	Increase the social economy turnover							
14	Reduce the rate of increase in the proportion of children with their Body Mass Index outwith a healthy range by 2018							
15	Increase the average score of adults on the Warwick-Edinburgh Mental Wellbeing Scale by 2011							
16	Increase healthy life expectancy at birth in the most deprived areas							
17	Reduce the percentage of the adult population who smoke to 22% of adults by 2010							
18	Reduce alcohol related hospital admissions by 2011							
19	Achieve annual milestones for reducing inpatient or day case waiting times culminating in the delivery of an 18 week referral to treatment time from December 2011							
20	Reduce proportion of people aged 65 and over admitted as emergency inpatients 2 or more times in a single year							

National indicators and targets		Data source	Frequency	Last update	Scottish baseline	Scottish target	Argyll and Bute baseline	Argyll and Bute target
21	Reduce mortality from coronary heart disease among the under 75s in deprived areas							
22	All unintentionally homeless households will be entitled to settled accommodation by 2012							
23	Reduce overall reconviction rates by 2 percentage points by 2011							
24	Reduce overall crime victimisation rates by 2 percentage points by 2011							
25	Increase the percentage of criminal cases dealt with within 26 weeks by 3 percentage points by 2011							
26	Increase the percentage of people aged 65 and over with high levels of care needs who are cared for at home							
27	Increase the rate of new house building							
28	Increase the percentage of adults who rate their neighbourhood as a good place to live							
29	Decrease the estimated number of problem drug users in Scotland by 2011							
30	Reduce number of working age people with severe literacy and numeracy problems							
31	Increase positive public perception of the general crime rate in local area							
32	Reduce overall ecological footprint							
33	Increase to 95% the proportion of protected nature sites in favourable condition							
34	Improve the state of Scotland's historic buildings, monuments and environment							

National indicators and targets		Data source	Frequency	Last update	Scottish baseline	Scottish target	Argyll and Bute baseline	Argyll and Bute target
35	Biodiversity: increase the index of abundance of terrestrial breeding birds							
36	Increase the proportion of journeys to work made by public or active transport							
37	Increase the proportion of adults making one or more visits to the outdoors per week							
38	50% of electricity generated in Scotland to come from renewable sources by 2020 (interim target of 31% by 2011)							
39	Reduce to 1.32 million tonnes waste sent to landfill by 2010							
40	Increase to 70% key commercial fish stocks at full reproductive capacity and harvested sustainably by 2015							
41	Improve people's perceptions, attitudes and awareness of Scotland's reputation							
42	Improve public sector efficiency through the generation of 2% cash releasing savings per annum							
43	Improve people's perceptions of the quality of public services delivered							
44	Improve the quality of healthcare experience							
45	Reduce the number of Scottish public bodies by 25% by 2011							

Reference materials

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

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

Relationship between the national outcomes and national indicators and targets

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

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

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

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

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

Argyll and Bute Council – corporate plan connections

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

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

Argyll and Bute Council corporate plan – campaigning topics				National Outcomes														
	Topic	Sub topic	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Infrastructure	C1	Roads network	Condition and extent of the trunk network	✓	✓							✓						
		Funding to maintain and improve the rural road network		✓									✓					✓
	C2	Power grid to capitalise on renewables	Creation of a Kintyre and Islay Regional Power Zone		✓	✓									✓		✓	
			Enhanced grid capacity to enable growth for commercial and community benefit from renewables		✓									✓	✓	✓	✓	✓
Developing the economy	C3	Strengthening existing activity	Rejuvenation of the main towns		✓		✓					✓	✓	✓	✓			
			Agriculture, forestry, aquaculture and fishing		✓	✓									✓		✓	
	C4	New opportunities	Coastal and Marine National Park		✓										✓	✓	✓	
			Tourism	✓	✓											✓	✓	✓
		Shared services			✓												✓	
Remote and island communities	C5	Removing barriers to travel – financial, routes and timetabling	Fast frequent services and inter-island links		✓	✓		✓		✓			✓	✓				
			Road Equivalent Tariff		✓								✓		✓			
			Northern Ireland links	✓	✓													
	C6	Access to services and support for key/iconic services											✓	✓				✓
	C7	Opportunities to enable young people to stay in, or move to, island and remote communities	Housing					✓	✓	✓	✓		✓		✓			
			Jobs/careers	✓	✓							✓	✓					
Vocational education					✓	✓							✓					

Argyll and Bute Council corporate plan – campaigning topics			National Outcomes															
	Topic	Sub topic	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Service delivery challenges	C8	Public service integration	Joint working									✓					✓	
		Public service integration	Efficiencies and economies of scale															✓
	C9	Supersparsity	Cost of service delivery		✓		✓			✓		✓						✓
	C10	People 'on the fringe'	Rural deprivation						✓	✓	✓		✓	✓				
			Excluded groups						✓	✓	✓	✓	✓	✓				

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

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

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

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

Argyll and Bute CHP – HEAT targets				National Outcomes						
	HEAT target	KPI	5	6	7	8	9	10	11	15
Health improvement	H1	Reduce mortality from Coronary Heart Disease among the under 75s in deprived areas.		✓	✓					
	H2	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.		✓	✓	✓				
	H3	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.		✓	✓	✓				
	H4	Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.			✓	✓	✓	✓		
	H5	Reduce suicide rate between 2002 and 2013 by 20%, supported by 50% of key frontline staff in mental health and substance misuse services, primary care, and accident and emergency being educated and trained in using suicide assessment tools/ suicide prevention training programmes by 2010.			✓				✓	

Argyll and Bute CHP – HEAT targets				National Outcomes						
	HEAT target	KPI	5	6	7	8	9	10	11	15
	H6	Through smoking cessation services, support 8% of your Board's smoking population in successfully quitting (at one month post quit) over the period 2008/2009 – 2010/2011.		✓	✓					
	H7	Increase the proportion of new-born children exclusively breastfed at 6-8 weeks from 26.6% in 2006/2007 to 33.3% in 2010/2011.	✓	✓	✓	✓				
Efficiency and governance improvements	E1	Universal utilisation of CHI								✓
	E2	NHS Boards to achieve a sickness absence rate of 4% from 31 March 2009.								✓
	E3	NHS boards to ensure that all employees covered by Agenda for Change have an agreed KSF personal development plan by March 2009.								✓
	E4	NHS Boards to deliver agreed improved efficiencies for 1 st outpatient attendance DNA, non-routine inpatient average length of stay, review to new outpatient attendance ratio and day case rate by March 2011.								✓
	E5	NHS boards to operate within their agreed revenue resource limit; operate within their capital resource limit; meet their cash requirement.								✓
	E6	NHS boards to meet their cash efficiency target.								✓
	E7	To increase the percentage of new GP outpatient referrals into consultant led secondary care services that are triaged online for clinical priority and appropriate recipient service to 90% from December 2010.								✓
Access to services	A1	Ensure that anyone contacting their GP surgery has guaranteed access to a GP, nurse or other health care professional within 48 hours.		✓	✓			✓		✓
	A2	The maximum wait from urgent referral to treatment for all cancers is two months.		✓	✓					
	A3	To respond to 75% of Category A calls within 8 minutes from April 2009 onwards across mainland Scotland.						✓		✓
	A4	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 15 weeks from GP referral to a first outpatient appointment from 31 March 2009.		✓						✓

Argyll and Bute CHP – HEAT targets				National Outcomes							
	HEAT target	KPI	5	6	7	8	9	10	11	15	
	A5	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 15 weeks for inpatient or day case treatment from 31 March 2009.		✓				✓		✓	
	A6	As a milestone in achieving 18 weeks referral to treatment, no patient will wait longer than 6 weeks for one of the 8 key diagnostic tests from 31 March 2009.		✓				✓		✓	
	A7	NHS Boards will achieve agreed reductions in the rates of attendance at A&E, from 2006/2007 to 2010/2011; and from end 2007 no patient will wait more than 4 hours from arrival to admission, discharge or transfer for accident and emergency treatment.								✓	
Treatment appropriate to individuals	T1	By 2008/2009, we will reduce the proportion of older people (aged 65+) who are admitted as an emergency inpatient 2 or more times in a single year by 20% compared with 2004/2005 and reduce, by 10%, emergency inpatient bed days for people aged 65 and over by 2008.		✓						✓	
	T2	QIS clinical governance and risk management standards improving.								✓	
	T3	Reduce the annual rate of increase of defined daily dose per capita of anti-depressants to zero by 2009/2010, and put in place the required support framework to achieve a 10% reduction in future years.		✓					✓	✓	
	T4	Reduce the number of readmissions (within one year for those that have had a psychiatric hospital admission of over 7 days by 10% by the end of December 2009).		✓				✓		✓	
	T5	To reduce all staphylococcus aureus bacteraemia (including MRSA) by 30% by 2010.		✓				✓		✓	
	T6	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD, Asthma, Diabetes or CHD, from 2006/2007 to 2010/2011.		✓	✓					✓	
	T7	Improvement in the quality of healthcare experience.									✓
	T8	Increase the level of older people with complex care needs receiving care at home.		✓					✓	✓	

Argyll and Bute CHP – HEAT targets				National Outcomes							
	<i>HEAT target</i>		<i>KPI</i>	5	6	7	8	9	10	11	15
	T9	Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.			✓						✓

National Outcome	Regional Transport Strategy Objective	Relevant Indicators	Frequency / Type / Source	Baseline	Regional Targets & Timescales
2. We realise our full economic potential with more and better employment opportunities for our people	4) Ensure the provision of effective and efficient transport infrastructure and services to improve connectivity for people and freight	10) Journey times between Glasgow city centre and sub-regional centres and between city centre and UK core centres	SPT Modelling Suite	<i>Work ongoing to establish baseline.</i>	Reduce

National Outcome	Regional Transport Strategy Objective	Relevant Indicators	Frequency / Type / Source	Baseline	Regional Targets & Timescales
6. We live longer, healthier lives	6) Improve health and protect the environment by minimising emissions and consumption of resources and energy by the transport system	16) Carbon output by the transport sector	(Annual) DEFRA report	4409 Kt CO2 (2005)	Reduce
		17) AQMA numbers	Member councils	6 (2006)	Reduce
		18) Proportion of population annoyed by transport related air pollution and noise	SPT Modelling Suite.	<i>Work ongoing to establish baseline.</i>	Reduce
		19) Average vehicle trip length	SHS / SPT Modelling suite	<i>Work ongoing to establish baseline.</i>	Reduce
		Modal share of adults undertaking active travel to work or education (<i>Note: National Indicator 36/Local Indicators menu 49</i>)	Annual SHS outputs	30% travel to work (2005/06)	Increase

National Outcome	Regional Transport Strategy Objective	Relevant Indicators	Frequency / Type / Source	Baseline	Regional Targets & Timescales
7. We have tackled the significant inequalities in Scottish society	5) Promote and facilitate access that recognises the transport requirements of all	11) % of population living up to 800 metres of rail with a half-hourly service or Subway station or up to 600m of bus	SPT Geographical Information Systems	<i>Work ongoing to establish baseline.</i>	Increase

		stops with at least 6 buses per hour or up to 400m of a bus stop with an hourly service			
		12) Proportion of rail, Subway and bus stations and vehicles DDA-compliant	(Annual) /SPT and operators	<i>Work ongoing to establish baseline</i>	Increase
		14) Ratio of Scottish Index of Multiple Deprivation (SIMD)/rural population to non-SIMD/rural population within average 30 minutes public transport journey time of key facilities	SPT Modelling Suite	Rural population – hospitals 0.3; leisure facility 0.8; strategic employment location 0.4 (all a.m. peak)	Increase
		15) Differences in trip frequency and time for equality groups	Annual Scottish Household Survey reports	illustrative daily trip rates – male 2.72, female 2.67; 31-45 year olds 2.85; over 75s 2.39; without disability 2.74; with disability 2.48 etc. [2005 – 2006 data awaited]	Increase

National Outcome	Regional Transport Strategy Objective	Relevant Indicators	Frequency / Type / Source	Baseline	Regional Targets & Timescales
9. We live our lives free from crime, disorder and danger	1) Improve safety and personal security on the transport system	1) Number of transport-related accidents	Annual reports; <i>Road Accidents Scotland</i> (Scottish Government); <i>Railway Safety</i> (Office of Rail Regulation)	Road accidents 4294 (cars), 2356 (other modes); [2006] Rail and Subway 15 [2006]	Reduce
		2) Crime incidence on public transport	Annual reports; British Transport Police and Strathclyde police	1086 Bus; 3948 Rail (<i>Subway figures awaited</i>)	Reduce
		3) Satisfaction with safety and personal security on public transport	Annual Scottish Household Survey reports; annual NOVA survey for Subway	81% Bus (<i>Rail figures awaited</i>) [2005/06]; 53% Subway [Spring 2007]	Increase

	<p>Regional Transport Strategy Objective</p> <p>5) Promote and facilitate access that recognises the transport requirements of all</p>	15) Differences in trip frequency and time for equality groups	Annual Scottish Household Survey reports	illustrative daily trip rates – male 2.72, female 2.67; 31-45 year olds 2.85; over 75s 2.39; without disability 2.74; with disability 2.48 etc. [2005 – 2006 data awaited]	Increase
--	---	--	--	--	----------

National Outcome	Regional Transport Strategy Objective	Relevant Indicators	Frequency / Type / Source	Baseline	Regional Targets & Timescales	
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need	7) To support land use planning strategies, regeneration and development by integrating transport provision	20) Proportion of population within 30 minutes (public transport) journey time of strategic employment location	SPT Modelling Suite	73% (work ongoing to verify baseline year)	Increase	
	Regional Transport Strategy Objective 5) Promote and facilitate access that recognises the transport requirements of all	15) Differences in trip frequency and time for equality groups	Annual SHS outputs	illustrative daily trip rates – male 2.72, female 2.67; 31-45 year olds 2.85; over 75s 2.39; without disability 2.74; with disability 2.48 etc. [2005 – 2006 data awaited]	Reduce	
	Regional Transport Strategy Objective 3) Enhance the attractiveness, reliability and integration of the transport network	6) proportion of passengers satisfied with public transport information provision	6) proportion of passengers satisfied with public transport information provision	Annual SHS outputs/ SPT (Subway)	89% rail; 82% bus (both 2005); 60% Subway (2007)	Increase
		7) proportion of passengers satisfied with the public transport system	7) proportion of passengers satisfied with the public transport system	Annual SHS outputs/ SPT (Subway)	84% rail; 76% bus (both 2005); 86% Subway (2007)	Increase
		9) proportion of passengers satisfied with public transport reliability	9) proportion of passengers satisfied with public transport reliability	Annual SHS outputs/ SPT (Subway)	86% rail; 75% bus (both 2005); 51% Subway (2007)	Increase
		8) Time lost on regional roads due to congestion	8) Time lost on regional roads due to congestion	(Annual) Scottish Household Survey (SHS)	12.3 % of car driver trips affected	Decrease

		(Note: (corresponds to National Indicator 4)	outputs (Scottish Government)	by congestion (2005)	
--	--	--	-------------------------------	----------------------	--

National Outcome	Regional Transport Strategy Objective	Relevant Indicators	Frequency / Type / Source	Baseline	Regional Targets & Timescales
12. We value and enjoy our built and natural environment and protect and enhance it for future generations	7) To support land use planning strategies, regeneration and development by integrating transport provision	Increase the percentage of residents rating their neighbourhood as a good place to live (Note: corresponds to National Indicator 28 and Local Indicator 30)	Annual SHS outputs	90% (2005)	Increase

National Outcome	Regional Transport Strategy Objective	Relevant Indicators	Frequency / Type / Source	Baseline	Regional Targets & Timescales
14. We reduce the local and global environmental impact of our consumption and production	2) Increase the proportion of trips undertaken by walking, cycling and public transport	4) Number of trips undertaken by walking, cycling, public transport (and car)	Annual SHS outputs	1,443 (walking); 30 (Cycling) 2,195 (PT) 7,966 (Car) (all 2005)	Increase active and public transport travel
		5) Proportion of trips undertaken by walking, cycling, public transport (and car)	Annual SHS outputs	12.3% (walking) <0.5% (cycling) 18.6% (PT) 68.1% (Car);	Increase
	6) Improve health and protect the environment by minimising emissions and consumption of resources and energy by the transport system	16) Carbon output by the transport sector	(Annual) DEFRA report	4409 Kt CO2 (2005)	Reduce
		17) AQMA numbers	Member councils	6 (2006)	Reduce
		18) Proportion of population annoyed by transport related air pollution and noise	SPT Modelling suite.	Work ongoing to establish baseline	Reduce
		19) Average vehicle trip length	SHS / SPT Modelling suite.	Work ongoing to establish baseline	Reduce
		Modal share of adults undertaking active travel to work or education (Note: corresponds with National Indicator 36/Local Indicators menu 49)	Annual SHS outputs	30% travel to work (2005/06)	Increase

National Outcome					
15. Our public services are high quality, continually improving, efficient, and responsive to local people's needs	Regional Transport Strategy Objective	Relevant Indicators	Frequency / Type / Source	Baseline	Regional Targets & Timescales
	3) Enhance the attractiveness, reliability and integration of the transport network	6) Proportion of passengers satisfied with public transport information provision	Annual SHS outputs/ SPT (Subway)	89% rail; 82% bus (both 2005); 60% Subway (2007)	Increase
		7) Proportion of passengers satisfied with the public transport system	Annual SHS outputs/ SPT (Subway)	84% rail; 76% bus (both 2005); 86% Subway (2007)	Increase
		8) Time lost on regional roads due to congestion <i>(Note: corresponds to National Indicator 4)</i>	(Annual) Scottish Household Survey (SHS) outputs (Scottish Government)	12.3 % of car driver trips affected by congestion (2005)	Decrease
		9) Proportion of passengers satisfied with public transport reliability	Annual SHS outputs/ SPT (Subway)	86% rail; 75% bus (both 2005); 51% Subway (2007)	Increase
	5) Promote and facilitate access that recognises the transport requirements of all	15) Differences in trip frequency and time for equality groups	Annual SHS outputs	illustrative daily trip rates – male 2.72, female 2.67; 31-45 year olds 2.85; over 75s 2.39; without disability 2.74; with disability 2.48 etc. [2005 – 2006 data awaited]	Reduce