

Single Outcome Agreement I 2009 - 2012



Argyll and Bute Single Outcome Agreement

An agreement between Argyll and Bute Community Planning Partnership and the
Scottish Government

2009 SOA Final Submission

May 2009

Picture credits:

Front cover: SAMS Marine Science Centre, Dunstaffnage; Tangy wind farm; and Strathclyde Fire and Rescue community activities.

Back cover: Loch Awe

For further information contact:

Brian Barker, Policy and Strategy Manager

Brian.barker@argyll-bute.gov.uk

01546 604436

© 2009 Argyll and Bute Council

Foreword

In Argyll and Bute, we are working in partnership to develop a joint approach to service delivery to ensure that our customers are at the heart of what we do.

We welcome the Scottish Government's focused approach to funding and delivery of public services and by linking national and local indicators and outcomes, we can look forward to seeing on the ground benefits - both in our local communities and across Scotland.

We continue to work in partnership and as such we have worked together to identify which of the national outcomes are most important for Argyll and Bute as a whole by establishing links between the priorities of the Council and those of key partners. This approach will enable us to stay attuned with the needs of our customers providing a sound foundation for developing and taking forward the Single Outcome Agreement.

The key to the future in Argyll and Bute is to encourage and enable sustainable economic growth by seeking investment from both Government and private sector sources. This will help us meet the challenges we face at the same time as supporting the third sector and developing stronger communities.

We are pleased to sign up to a Single Outcome Agreement that demonstrates our drive to improve public services through effective partnership working and we look forward to working with the Scottish Government to deliver on the agreed local and national outcomes. We are confident that our commitment to the successful delivery of these will support Argyll and Bute in achieving its aim to be the Leading Rural Area.



Councillor Dick Walsh,
Council Leader and Chair of
Argyll and Bute Community
Planning Partnership



Superintendent Raymond Park,
Chair of Argyll and Bute
Community Planning Partnership
Management Committee

Foreword	3
Full document	6
Where we are and where we want to be	6
Partnership working – the key to successful delivery	7
Argyll and Bute Community Planning Partnership	7
Ongoing development of the Single Outcome Agreement	8
Our shared long term vision	8
Local context	9
Fairer Argyll and Bute Plan - Needs Analysis	9
Living in Argyll and Bute	10
Quality of environment and quality of life	10
The challenges we face	10
Our geography	10
Changing population	11
People on the fringe	12
Financial	13
Our goals	13
Actions to promote economic recovery	14
Risk management	15
Outcomes and commitments	18
Our approach	18
Connecting aims to action	18
Performance management	18
Our agreed outcomes	19
Areas where we need Scottish Government support	72
Governance and delivery	75
Equalities, Gaelic and Sustainability	77
Equalities	77
Gaelic	77
Sustainability	78
The Fairer Argyll and Bute Plan	78
Strengthening Community Capacity	79
Fairer Argyll and Bute Plan summary 2008 – 2011	80
FAB Plan “line of sight” measures	81
Stakeholder involvement	82
Appendix: Risk assessment	83
Likelihood	83
Impact	83
Overall assessment	84
Appendix: The National Outcomes	85

Argyll and Bute Single Outcome Agreement

Full document

Where we are and where we want to be

In Argyll and Bute, we are working in partnership to minimise risk, improve performance and empower communities through effective community engagement. This approach will allow us to drive continuous improvement in line with the views of our customers.

Improvements to service delivery and the processes we use to deliver services are ongoing in Argyll and Bute and all partners are committed to making further progress. We are working together to seek best value in the performance of our separate and joint functions.

We are increasing the pace of change and are quickly moving towards a more customer focused way of working. Our management of performance is in line with the Local Government in Scotland Act 2003 as we analyse how far we achieve our outcomes and to what extent we improve services by making performance measurement an integral part of our services and culture.

Partners are working towards a more joined up approach to performance management and have adopted a structure based on the Council's Planning and Performance Management Framework for measurement of community planning activities. This framework along with the 'Where we were and where we want to be' table (representing our cultural journey of change) will help us to work together in achieving our joint outcomes and effectively meet the needs of our customers in an open and positively proactive way.

We are also improving arrangements to report to the public on our performance against outcomes as well as building more robust mechanisms to make customer feedback a fundamental and integral part of service delivery improvement. Community engagement is the

key to achieving this and as such, we are developing our community engagement strategy (in line with the National Standards of Community Engagement). Implementation of this strategy will see us more actively involving our customers and promoting equality within our communities.

The Community Planning Partnership (CPP) action plan has been re-focused and amended to take account of the joint priorities outlined within the SOA. The structure of the Argyll and Bute CPP is also evolving to accommodate the necessary work.

More detail is provided on the development of the Argyll and Bute CPP in the next section.

Where we were		Where we want to be
Organisational loyalty	→	Partnership commitment
Well managed	→	Well led
Hierarchical	→	Empowered and flexible
Profession centred	→	Customer focused
Consulting communities	→	Involving communities
Performance – an add on	→	Performance integrated
Operational focus	→	Strategic focus
Reactive	→	Proactive
Challenged	→	Challenging

Partnership working – the key to successful delivery

Argyll and Bute Community Planning Partnership

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

The CPP structure has evolved as partnership working has become increasingly recognised as a valuable way of working, which allows us to remove duplication and ineffective working.

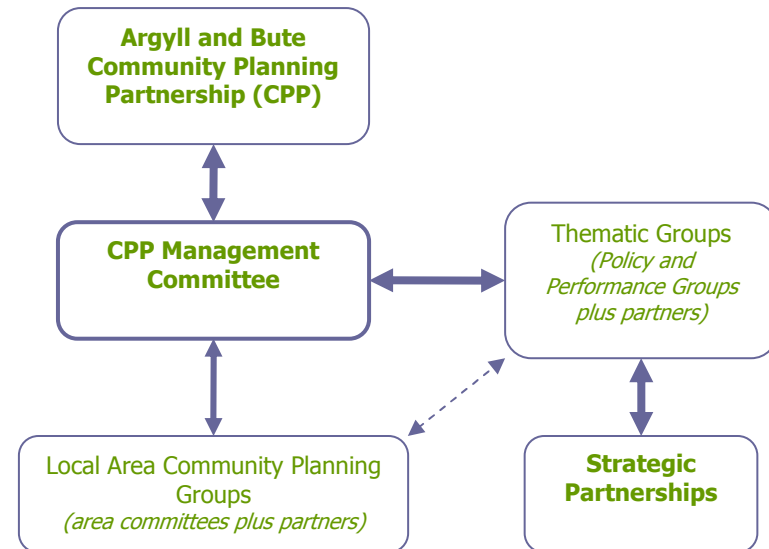
The full partnership meets three times a year, is chaired by the Council and enables all the partners to come together to set the long term direction and consider strategic issues that affect Argyll and Bute. The Management Committee meets every eight weeks and is always chaired by a partner organisation. This is the forum that directs and monitors progress on the community plan action plan as well as addressing other issues that impact on partnership working.

Further changes to the CPP include proposals for thematic and area based groups to provide specific forums for scrutiny and development of joint plans. They will provide an important link to the democratic process and accountability via the Council's area committees and policy and performance groups. Partners are also involved in a range of other partnerships, varying from the formally constituted to more informal time limited groups dealing with specific issues or topics.

The Community Plan incorporates an Action Plan where the outcomes for Argyll and Bute are set out for the next ten years. This is currently being reviewed and is due to be published in September 2009.

The Full Partnership and Management Committee are focused on the strategic overview as well as building effective networks and relationships, which are essential in delivering the best possible

service. Where partners are focused on joint service delivery this is normally via strategic partnerships, for example the Health and Care Strategic Partnership involving the Council and Argyll and Bute CHP and the Strategic Housing Forum involving the four main housing associations, Scottish Government and the Council.



Changes to the CPP structure summarised in the high level structure diagram indicate how the CPP is evolving. The future focus will be on having clear links, fewer strategic partnerships and greater democratic accountability through the local and thematic groups. Performance will be planned and managed using clear outcome focused plans that are risk based and fully resourced. Performance monitoring will be via specific performance scorecards for each plan with overview by relevant parts of the community planning structure.

Ongoing development of the Single Outcome Agreement

This SOA comprises local outcomes from the CPP vision of 'leading rural area' with associated success measures drawn from the strategic outcomes in the Council's corporate plan and the key objectives from partners for the Argyll and Bute area. Longer term actions to achieve the joint vision are not yet fully incorporated as they are partly dependent on the current review of the community plan.

The Community Planning Conference to be held in 2009 will be part of the process of involving all community planning partners in the ongoing development of the SOA, community plan and community engagement strategy. The partners will: review and revise the community planning long term goals and associated short-medium term targets; agree the community plan action plan; and agree a new community engagement strategy that will outline how communities are empowered to engage with community planning processes.

Our shared long term vision

The Community Planning Partnership has a long term vision of:

Argyll and Bute: Leading Rural Area

This vision comprises three main themes:

- Vibrant Communities
- Outstanding Environment
- Forward Looking

Each of the themes is complemented by statements that form the local outcomes used in the SOA.

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
- well connected economically and socially
- 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
- a high quality image and identity that is recognised and appreciated globally
- 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
- dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute
- partnership working across all sectors to coordinate developments, promote Argyll and Bute and remove constraints
- communities that encourage lifelong learning

Local context

Argyll and Bute is an area of outstanding beauty and varied geography – stretching from the main urban area of Helensburgh in the East to the island of 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 currently 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.

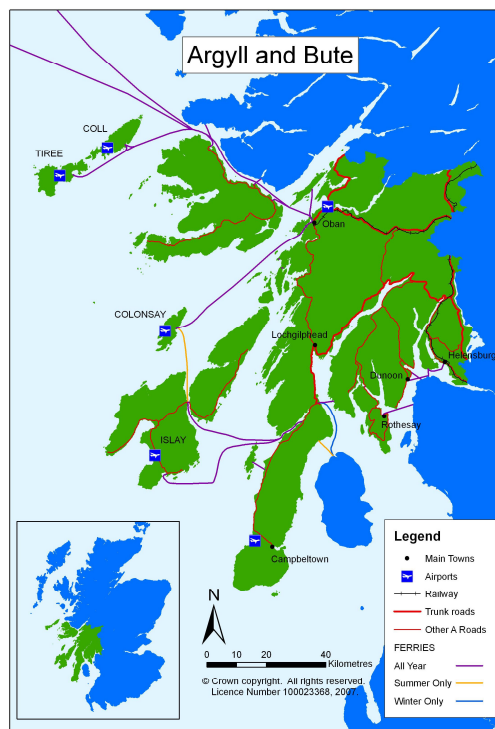
Ferries are an essential part of everyday life since 17% of the population live on islands and are reliant on a ferry. Air links are becoming more prominent with routes via the new airports at Oban, Coll and Colonsay and existing services at Tiree, Campbeltown and Islay.

This mix of urban communities, remote rural mainland and a significant island population makes Argyll and Bute the most diverse local authority area anywhere in the UK.

The area is very sparsely populated – an area forming 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 can be taken for granted elsewhere.

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. These changes affect the whole area.



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

Earnings in Argyll and Bute are lower than the Scottish average. The main employers are public sector, tourism, construction and agriculture/fishing industries. There are higher than average levels of self employment, with a significant proportion of this in tourism, which means high levels of seasonal employment providing lower than average annual income. The insecure nature of this employment also makes financial commitment, such as mortgages/ rental, difficult. There are concerns that the current poor economic climate will have a significant impact on these businesses.

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 – together with globally important marine sites.

Fairer Argyll and Bute Plan - Needs Analysis

In the period since the last SOA was agreed, Argyll and Bute Council has carried out a needs analysis to create a firmer evidence base to help direct Fairer Scotland Funding. The resulting Fairer Argyll and Bute (FAB) Plan has a more thematic approach focused on individuals and communities across the whole of Argyll and Bute rather than limit targeting to specific locations. The Plan integrates and coordinates work funded by the Fairer Scotland, Health Improvement and Wider Role funds.

The Needs Analysis has application beyond the Fairer Scotland Fund and relevant information is included in the profile that follows.

Living in Argyll and Bute

Quality of environment and quality of life

Argyll and Bute has a dramatic and unspoiled landscape with rich evidence of Scotland's history throughout the mainland and islands. Our wild and rugged countryside, mountains and extensive coastline support the broadest range of flora and fauna in the UK. This sets out Argyll and Bute as an important tourist destination for people focused on outdoor activities and the natural environment.

The distinctive communities and strong community identity also attract people to live and work in the area. Argyll and Bute is a safe place to live with a low crime rate and low unemployment. People have a longer life expectancy than average and a longer healthy life expectancy. In addition, education performance is very good with higher than average stay on rates (87.7% for Secondary 3-5 compared to 76.3% for Scotland) and more young people choosing to enter higher education (34% compared to 29.7% nationally). All of these factors combined create an outstanding quality of life.

The challenges we face

Argyll and Bute is a complex area to understand. This section gives an holistic overview of the issues and key challenges faced by our communities and service providers. The National Outcome tables include a brief summary for each outcome to complement the detail and make sure that the links are clear.

There are a range of factors – either 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

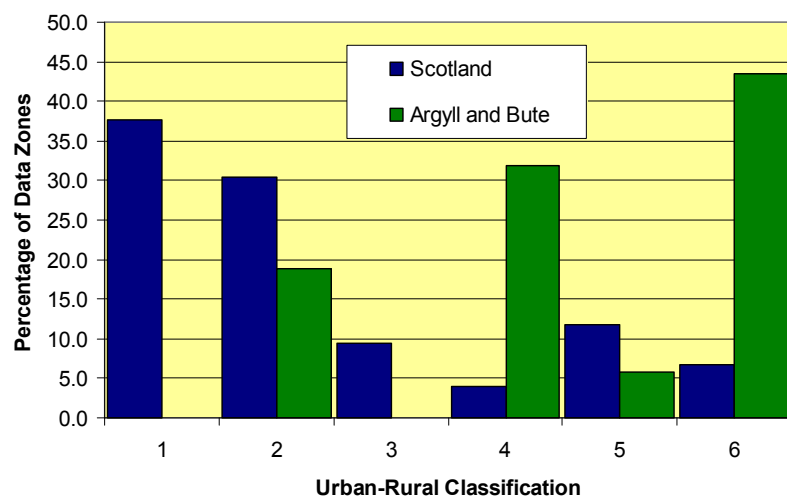
The diverse geography of Argyll and Bute creates significant challenges for the CPP partners to provide services. Island communities and some mainland communities are reliant on ferry links – e.g. the Cowal communities, such as Dunoon, accessing services and work in Glasgow.

Nationally, the focus on islands leans 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 stark contrast in geography between Argyll and Bute and Scotland is highlighted using the Scottish Government's urban-rural classification (see 'Urban-Rural Classification graph'). Nearly half the data zones in Argyll and Bute are classified as remote rural. The contrast between Scotland and Argyll and Bute highlights the challenges for any service provider and the need to develop different solutions for this area.

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

Urban-Rural Classification: Scotland and Argyll and Bute



(1) Large Urban Areas Settlements of over 125,000 people; (2) Other Urban Areas Settlements of 10,000 to 125,000 people; (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

All of these factors create challenges for service delivery in terms of logistics, recruitment of professional staff and cost. Some developments, such as the local service points, 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. The social, higher education and career opportunities in the major centres like Glasgow and Edinburgh have attracted younger people away from Argyll and Bute 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 them from moving to the area.

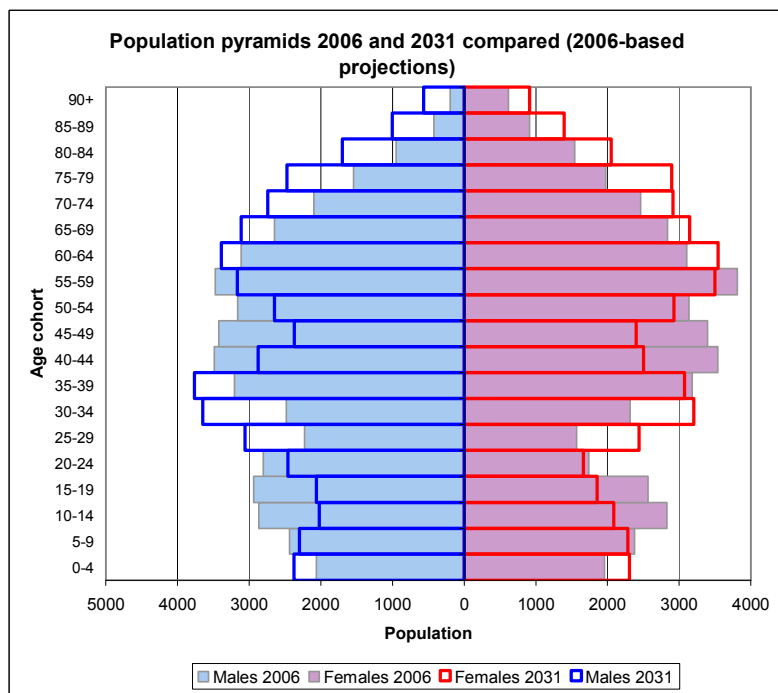
Recent in-migration of workers from Europe has had an impact as they bring much-needed skills to the area, but they also need to access support services. Future migration trends are unclear, but there is a definite need to encourage young people and families to move to Argyll and Bute.

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.

Argyll and Bute projected population changes (2006-2031)			
	2006	2031	% 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 women and 65 and over for men. Pensionable age in 2031 is taken to be 66 and over for men and women.

This population pyramid illustrates the challenge at present and also highlights future implications. Some areas are projected to follow the national trend whilst others are projected to suffer more extreme changes. No area is expected to do better than the national trend. The overall outlook is for a big shift in the population profile and at a faster pace than Scotland as a whole.



The national objective of sustainable economic growth will be threatened if a smaller working age population is engaged in providing services to the elderly and infirm.

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 households in each of the

6,505 data zones across Scotland. 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.

Data zones 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. The same effect can occur in urban areas where localised pockets of deprivation can be masked within a wider data zone. 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 needs analysis conducted for the Fairer Argyll and Bute (FAB) Plan identified the following thematic groups to describe need across the area:

- Older people
- People with a disability (including children with a disability and carers)
- Health (smoking, maternity, mental health, alcohol and drug use)
- Homelessness
- Housing (affordability and quality)
- Income and poverty
- Children and young people

There are high levels of Below Tolerable Standard (BTS) properties in the area compared with Scotland as a whole. This relates to general disrepair, poor energy efficiency and inadequate private water supplies. Dispersal of population means that service delivery, particularly for older people, is complicated by access issues.

Compared with Scotland, Argyll and Bute has higher proportions of Jobseekers' Allowance claimants who have been unemployed for six months or longer suggesting long-term unemployment is a problem in

Argyll and Bute. According to the Scottish Government, 43% of children in Argyll and Bute live in income-deprived households.

Financial

Inflationary cost pressures, increasing service demand and tighter financial settlements, combined with the significant national and global economic downturn have created a challenging financial outlook for the future. In Argyll and Bute these pressures are exacerbated by additional costs in relation to service delivery on islands and areas of supersparsity. Historically expenditure has been contained within budgets and efficiency savings delivered: future prospects are more challenging however.

Public sector service providers are focusing attention on priority areas and targeting resources towards these. In addition, all partners are seeking to drive out efficiencies in service delivery. The process of prioritisation and service redesign will mean changes in the services delivered and how they are delivered. This process is being managed in a structured manner, including assessment of risk, to ensure that resources are directed to key areas of need. The objective of the CPP is to have services that are viable and sustainable in the long term.

There are significant numbers of assets deployed by partners in the CPP to support service delivery. In most cases there is a significant requirement to invest in these assets. Over the financial year the following revenue and capital budgets are planned to support the SOA:

- Argyll and Bute Council – £245M revenue and £26M capital
- Strathclyde Fire and Rescue – £6M
- Strathclyde Police – £11M
- Argyll and Bute CHP – £116M revenue and £11M capital

Some other partners, for example Highlands and Islands Enterprise and Scottish Enterprise, allocate their funding across a larger geographic area and budgets are managed at that level and directed to needs as appropriate. They are not in a position to indicate what budgets are directed specifically to Argyll and Bute because their internal systems do not allocate budgets by area.

The CPP is also seeking to attract investment in renewable energy, agriculture, aquaculture and fishing to provide jobs and career opportunities for young people, and to help address rural deprivation.

Our goals

The economic downturn has reemphasised the importance of a strong economy to areas like Argyll and Bute that are more distant from the major economic centres. Partners are focused on a range of activities to promote economic development including:

- town centre and waterfront regeneration via the CHORD project (CHORD = Campbeltown, Helensburgh, Oban, Rothesay and Dunoon)
- improvements to the strategic transport network
- a focus on vulnerable areas – in particular south Kintyre as one of the three areas classified by HIE as in employment deficit. HIE are developing the Kintyre Action Plan to address the economic challenges facing the Kintyre peninsula

There are also important social objectives, including a need to respond to social and demographic change. Important common goals focus on:

- modernising social and healthcare services
- reducing alcohol and drugs related disorder and crime
- improving roads and improving transport safety

Actions to promote economic recovery

The severe economic downturn has prompted action at a national level with the Government's Economic Recovery Plan. Similar responses have also been prompted at a local level by the CPP partners to support the economy during the difficult period of the downturn, but also to help prepare the ground for a healthy recovery once the economic pressures ease. In order to focus resources on the priorities that will drive sustainable, economic growth and respond to the challenges of the downturn, the Council will develop an economic development action plan. The launch of the local Business Gateway will optimise and co-ordinate service delivery and provide support to local business through effective partnership working. This will be a key vehicle for future business development.

The recent announcement of plans to develop the existing wind turbine production facility in Campbeltown (that will save 100 and create over 200 permanent and 400 temporary local jobs) underscores the strong level of partnership working taking place in Argyll and Bute to promote economic development. The successful conclusion of this nationally significant inward investment is due to close partnership working between the Council, Highlands and Islands Enterprise, Scottish Development International and the private sector.

Specific activities or actions that have been accelerated to support the economy on a local level include:

- developing Argyll and Bute as a premier location for the renewable energy industry in Scotland and the UK via inward investment and the development of related infrastructure. A major example is the Hunterston to Carradale subsea cable as a key connector to offshore wind farms
- the Council's increased investment in key town centres via the CHORD programme and projects such as the Conservation Area Regeneration Scheme (CARS) to stimulate regeneration and economic development and lever additional investment

- economic development initiatives in Kintyre to promote inward investment, such as the Welcon Towers' takeover of the Vestas site in Campbeltown and the benefits to be achieved from the disposal of Machrihanish airbase
- increased public and private partnership working through the newly formed Argyll and Isles Strategic Tourism Partnership, incorporating partners from the tourist and infrastructure/transport industries. Partners are currently agreeing key objectives to ensure that the area's many assets are utilised for sustainable economic growth
- developing support for potentially increased numbers of unemployed people via the Employability Services - key partners include DWP, Job Centre Plus, housing associations, West Dunbartonshire Council and local businesses
- innovative partnership working to identify common issues affecting businesses and particular sectors
- recent improvements to infrastructure to support ferries to improve quality of service and enhance reliability to ensure remoter communities are well connected
- accelerated investment in affordable housing to provide additional housing and support the construction industry

The Council and HIE are also working closely together to ensure that Business Gateway becomes well established. Transition arrangements are in place with HIE ensuring there is currently service provision in place with development of the fuller service due to happen over the summer months.

The full service will include integrated customer engagement and support processes for businesses in Argyll and Bute, enabling effective signposting to appropriate services provided by the Council or other partners. The Business Gateway will also include arrangements for identifying high growth businesses as candidates for support from HIE.

Risk management

The CPP is developing its approach to strategic risk, drawing on the Council's experience of introducing a risk-based approach to planning during the planning and budget process for 2009/10. The risks detailed in this SOA are the starting point for more detailed work on risk management that will be developed across the CPP in parallel with the changes in structure and governance arrangements and the development of the next community plan. All risks are assessed using the common method of estimating impact and likelihood and using the combination of these to determine overall risk. Details of the method used are outlined at the end of the SOA. Mitigation measures for each risk will be developed in detail with the community plan and future revisions of strategic planning documents. Risks will be monitored via performance scorecards so that performance information and risks are monitored together.

The risks detailed below are a combination of strategic risks from CPP partners (drawing on their strategic risks registers) and risks identified as applying to the whole partnership or the relationship with the Scottish Government. Each of the High and Medium risks are included in the National Outcome tables. Low risks are not included.

Risk		Rating	National outcome links	Commentary
R01	Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand	High	All	
R02	Lack of suitable employment and housing within local communities requires people to work at a distance from their home.	Medium	2, 10	
R03	Violence and anti-social behaviour against personnel undertaking duties within the community	Low	9, 11	
R04	Geography of islands and remote mainland with dispersed population creates difficulty for people to access all emergency service provision and emergency health and social care response with possibility of more severe outcomes than would be expected in other areas	Medium	9, 10, 15	Future sustainability of NHS and Scottish Ambulance Service provision requires redesign and a degree of modernisation and rationalisation to maintain skills and capability and comply with the European Working Time Directive. Concern from Strathclyde Fire and Rescue about loss of life in fire and other emergencies in remoter communities.

Risk		Rating	National outcome links	Commentary
R05	Pollution and contamination of the environment as a result of dealing with operational incidents in an effort to save life or saveable property	Low	12	
R06	Potential increase in drugs misuse due to perception that Community Safety Partnership do not have this as high priority	Medium	8, 9, 11	
R07	Key schemes unable to progress due to insufficient investment in transport infrastructure	Medium	1, 2, 10, 11	
R08	Focus on city regions and economic downturn draws investment away from rural areas; potential impact on CHORD town centre regeneration	High	1, 2, 10, 12	Process to develop full business cases will take these factors into account and revise plans as necessary
R09	Shortages of good quality, affordable housing preventing economic investment in rural areas	Medium	1, 2, 7, 10, 11	
R10	Investment in renewables dries up, no job creation, no community financial benefits and government misses renewable energy target	Medium	1, 2, 12, 14	Assumes Hunterston to Carradale subsea cable is included in National Planning Framework 2 (NPF2), which it is not at present. If not included, risk is High.
R11	Continued decline of remote and island communities due to low or no economic growth and demographic change	Medium	2, 10, 11	
R12	Poor career opportunities discouraging inward migration	Medium	2, 3	
R13	Continued out migration due to lack of further education, higher education and training opportunities	Medium	3, 4	
R14	Demographic / societal changes which increase demand for services beyond existing / planned budget levels	Medium	6, 11, 15	
R15	Changes to Scottish Government policy which increase demand for services beyond existing / planned budget levels	Medium	6, 11, 15	
R16	Lack of affordable housing impacting on families in remote and rural areas and areas of urban deprivation, making it difficult for people to stay and/or settle in Argyll and Bute	Medium	6, 7, 8, 11	

Risk	Rating	National outcome links	Commentary	
R17	Argyll and Bute is not seen as an attractive place to relocate to because of reduced investment in facilities and services for public and businesses	Low	10, 11, 15	
R18	Joint redesign of older peoples' services with the re-provision of NHS continuing care resources into the community (i.e. closure of NHS beds). Risk that lack of public and political acceptance of the solution will delay or prevent changes with consequent impact on delayed discharges.	Medium	6, 7, 10, 11, 15	
R19	Mental health service redesign with re-provision of services into localities and community services – risk that lack of public and political acceptance of the solution will delay or prevent changes.	Medium	6, 7, 10, 11, 15	Consultation process to conclude in April 2009 – subject to health board approval and Ministerial sanction. Detailed planning of implementation to start summer 2009.
R20	Modernisation of NHS services – moving from unscheduled care (emergency provision) to preventative/anticipatory care relating to achievement of HEAT targets. Issues include reducing hospital beds, providing more care in the community, sustainable out of hours emergency services in remote and island communities e.g. for a GP opting out, Scottish Ambulance Service response etc. Risk that lack of public and political acceptance of the solution will delay or prevent changes.	High	6, 7, 8, 10, 15	

Outcomes and commitments

Argyll and Bute CPP welcomes the concordat between the Scottish Government and COSLA and the clarity and focus this brings to 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 interrelationships.

Our attention is focused on linking community plan and partners' priorities to the national priorities so that there is a consistent 'golden thread' from Scottish objectives to delivery in Argyll and Bute. People delivering services can see how they contribute to national goals.

Connecting aims to action

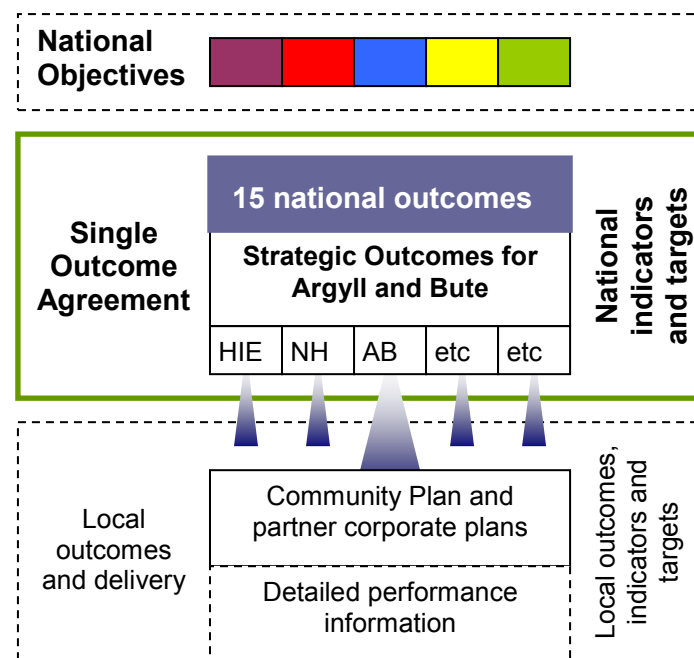
The five Scottish Government objectives give a clear sense of direction and a long term goal. Linking local strategic objectives from the Council and partners to the five national objectives provides some detail, but they are not sufficient on their own to enable effective mapping of actions and success measures to outcomes. The fifteen national outcomes give a clear feel for what is expected in the medium term and make the mapping process easier and we have therefore used them as a common reference point.

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.

This SOA is therefore built upon:

- outcomes from the community plan
- key outcomes and priorities of the CPP partners

The community plan is under review and the next version will be more focused with measurable outcomes and actions that will be incorporated into the next SOA. The high level detail is reported in this agreement as it links to the corporate plans of partners and is more outcome driven than the underpinning action plans. The full detail is recorded in other plans and strategies such as the regional and local transport strategies and the health and care strategic partnership, which incorporate measures on outputs needed to achieve outcomes.



Performance management




Progress on all the National Outcomes is measured and monitored via performance scorecards. The scorecards bring key performance information together in one place so that progress on each of the success measures and local outcomes can be reviewed within the context of each National Outcome – including the contribution from different partners.

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. 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, success measures and targets – including references for each success measure to link them with the relevant lead partner
- a list of other related local outcomes (success measures for these appear in other National Outcome tables)
- detail of topic areas where there is need for Scottish Government support
- risks associated with each outcome
- link to the associated thematic group for performance overview
- a named strategic management lead drawn from directors and senior managers across the CPP

The ranking system below flags attention on the outcomes where we believe there is greater need for Scottish Government involvement.

	<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 success measures are referenced with prefixes as follows:

- Argyll and Bute Council – prefix ABC
- Argyll and Bute CHP – prefix NHS
- Scottish Government environment and rural services (SEARS) – prefix SEARS
- Highlands and Islands Enterprise (HIE) – prefix HIE
- Argyll College – prefix AC
- Strathclyde Police – prefix SP
- Local transport strategy – prefix LTS (covers SPT and HITRANS)
- Local PI – prefix = LPI
- National PI – prefix NP (only included where data is available at local authority level – i.e. 12 of the 45 indicators and targets)

These prefixes also provide a link back to specific priorities highlighted by partners in their corporate plans or specific documents where there are priorities that impact on Argyll and Bute. The success measures associated with those partner priorities are used within this agreement to help measure progress against the local and national outcomes.

Other abbreviations used in the tables are: n/a = not applicable; tbc = to be confirmed; tbd = to be determined; A&B = Argyll and Bute; Scot = Scotland.

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



The Council and its partners have invested in roads and port facilities across the area to maintain, improve and enhance transport infrastructure and more investment is planned in coming years. Even with these improvements, Argyll and Bute still needs significant investment to make the area more attractive for business investors. Key areas for investment are transport infrastructure, public sector facilities and waterfront and town centre regeneration to ensure that the area is attractive for investors and the key staff they will need to recruit.

The main growth sectors are tourism, renewables and research. These need to expand and offer good quality career progression if the investment is to provide long-term sustainable benefits and reduce the traditional reliance on the public sector. The Scottish Government is an essential partner because of the need for national input/investment. Locally, the new Local Plan for Argyll and Bute supports these developments.

Recent changes within the Council have raised the profile of economic development matched by a decision to more than triple capital investment in regeneration from £10M to £33M. HITRANS and SPT are enhancing the reliability and integration of the transport network to improve connectivity for people and freight. Highlands and Islands Enterprise (HIE) and Scottish Enterprise are focusing attention and support on high growth businesses.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
OE4 - an area that is accessible, yet retains its remote character	LPI01	Network road condition indicator (excludes trunk roads)	2006-8 Red = 17% Amber = 40% Green = 43%	Improve	Improve
VC3 - vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities	HIE1a	Number of new growth plans developed with account managed businesses	20 (2008/9)	30	-
	HIE1b	Cumulative total of account managed businesses	20 (2008/9)	80	-
	HIE1c	Number of businesses deepening engagement in international business activity	20 (2008/9)	60	-
	HIE1d	Private sector earnings index	120 (2008/9)	130	-
	NP02	Increase the business start up rate (VAT registrations per 10,000 adults)	(A&B 2007) 32 (Scot 2007) 35	Increase Increase	Increase Increase

	LPI08	Visitor figures for selected attractions in Argyll and Bute	Bute Discovery Centre 107,429 Dunstaffnage Castle 28,282 National Park Centre Luss 89,329 Inveraray jail 64,532 Hill House 26,811 (all 2006)	Increase	Increase
	LPI09	Annual total visitor numbers to all Tourist Information Centres	tbc	Increase	Increase
VC4 – well connected economically and socially	ABC07a	Transport infrastructure projects completed	n/a	A818, Pennyghael Bridge (A848), Tayinloan Pier	A83 south of Muasdale, A819, schemes on A816
Other related local outcomes					
VC7 - high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute					
FL4 - partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints					
Areas where we need Scottish Government support					
<ul style="list-style-type: none"> • Roads network: Improve condition and extent of the trunk network to improve perceptions of the area and ease access for businesses, residents and visitors • Developing the economy: <ul style="list-style-type: none"> ○ Developing Argyll and Bute as a quality destination to create higher quality jobs and extend the tourism season ○ Bring high value jobs and careers to rural areas • Removing barriers to travel: <ul style="list-style-type: none"> ○ Developing the Campbeltown-Ballycastle ferry service to bring economic benefits to West Highlands and N Ireland ○ Support for an unrestricted vehicle and passenger town centre to town centre ferry service between Gourock and Dunoon • Opportunities for young people: Improve economy so that young people can settle in rural areas with employment and the prospect of future career development 					

Associated risks

- Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand
- Key schemes unable to progress due to insufficient investment in transport infrastructure
- Focus on city regions and economic downturn draws investment away from rural areas; potential impact on CHORD town centre regeneration
- Shortages of good quality, affordable housing preventing economic investment in rural areas
- Investment in renewables dries up, no job creation, no community financial benefits and government misses renewable energy target

Thematic Group: Economy

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.



Although the CPP recognises the challenges of the current economic down turn, partners also recognise the need to remain ambitious in terms of the economic development in order to ameliorate the impact of the recession and successfully position Argyll and Bute's economy nationally and internationally. The attraction of a nationally significant inward investment in the renewable energy sector to Kintyre will be built on and the area positioned as one of Scotland's and the UK's premier locations for the industry. Significant developments in sectors such as tourism, marine science and food will also be consolidated. The success of the area will not only be based on incoming investment but also the development of the indigenous business base through the successful implementation of Business Gateway and its alignment with HIE and Scottish Enterprise services. The regeneration projects for five of Argyll and Bute's towns will also be a catalyst for economic growth.

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 the trend towards depopulation and a more ageing population will accelerate. Young people must be encouraged to settle in Argyll and Bute with the prospect of high quality jobs, decent career prospects and good quality of life.

The low unemployment rate for Argyll and Bute masks an economy where seasonal and part time employment is higher than the national average and although appearing to be low, it is currently rising. This type of work is often low paid with little prospect for career progression, providing little incentive for people to settle or stay in the area.

Whilst the public sector is the main employer, there is no scope for growth and a likely contraction of employment opportunities. There is a need for external investment, especially as the economic downturn is likely to impact on less secure and more seasonal jobs. The Council is working with HIE to secure new economic development opportunities and growth in existing businesses, supported by annual capital investment of approx £7.5M by the Council in the road network to improve access. There will also be investment in support for third sector organisations, including social enterprises, through the Fairer Argyll and Bute Plan.

This outcome also links into the Fairer Argyll and Bute Plan outcome of 'More vibrant third sector, actively engaged in community planning, with equitable access to support across all communities'.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
OE2 - the environment is respected as a valued asset that can provide sustainable opportunities for business	ABC01b	Clear objectives agreed for renewables development	Picture unclear	Aug 2009	-
		Developers signed up to the renewable energy concordat	2	tbc	+2 (Mar 2012)

	ABC03a	Clear objectives for forestry development (commercial and conservation)	Picture unclear. Strategy out of date	Nov 2009 Resources defined; issues identified; strategy complete	tbd
	SEARS1	Management agreements in place for key habitats for Marsh Fritillary, Black Grouse and Corncrake secured	Approximately 170 approved for 2008	200 pa	95% of designated sites in Argyll in favourable condition
OE3 - a high quality image and identity that is recognised and appreciated globally	ABC03b	Homecoming – Additional visitors to the area	n/a	+50, 000 day (Jan 2010) +5, 000 overnight (Jan 2010)	-
		Homecoming – Additional funds levered into the area	n/a	>£300k (Jan 2010)	-
VC2 - well balanced demographically with young people choosing to stay or move to the area	LPI03	GRO mid-year data – average net migration of young aged 16-24	-329 (2002/6)	-	>0
	LPI04	GRO mid-year data – ‘Young’ age cohorts as proportion of total population	Aged 0-15 = 17.17% Aged 16-24 = 9.72%	Increase	Increase
	NP07	Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)	(A&B 2006/7) 86%	90%	Increase
(Scot 2006/7) 86%			Increase	Increase	
VC3 - vibrant local economy that is based on core attributes of the	ABC04f	Pupils engaged in Skills for Work	173 in 7 schools	350 – 400 in 10 schools	Increase

area, flexible and open to new opportunities	ABC06b	Progress to release land around Helensburgh and Cardross for development	n/a	Landscape and urban capacity studies complete with plan to take vision forward (early 2010)	tbd
	ABC08	Waterfront and town centre regeneration - progress on the key projects that comprise the CHORD programme	n/a	Full business cases approved	Work commences during 2011
	ABC09a	Business Gateway service established with transfer of all functions from SE and HIE	n/a	Apr 2010	n/a
		Business start ups supported	tbc	tbc	tbc
		Percentage supported businesses still operating after 2 years	tbc	tbc	tbc
	HIE1a	Number account managed businesses with growth plans	20 (2008/9)	30	-
	HIE1b	Cumulative total of account managed businesses	20 (2008/9)	80	-
	HIE1c	Number of businesses deepening engagement in international business activity	20 (2008/9)	60	-
	HIE1d	Private sector earnings index	120 (2008/9)	130	-
	HIE2	Number of account managed social enterprises with growth plans	5 (2008/9)	15 (cumulative)	-
	NP02	Increase the business start up rate (VAT registrations per 10,000 adults)	(A&B 2007) 32	Increase	Increase
			(Scot 2007) 35	Increase	Increase
	LPI06	Percentage of all planning applications dealt with in 2 months	57.8% (2007/8)	69% (2009/10)	Increase

	LPI08	Visitor figures for selected attractions in Argyll and Bute	Bute Discovery Centre 107,429 Dunstaffnage Castle 28,282 National Park Centre Luss 89,329 Inveraray jail 64,532 Hill House 26,811 (all 2006)	Increase	Increase
	LPI09	Annual total visitor numbers to all Tourist Information Centres	tbc	Increase	Increase
VC4 – well connected economically and socially	ABC07a	Transport infrastructure projects completed	n/a	A818, Pennyghael Bridge (A848), Tayinloan Pier	A83 south of Muasdale, A819, schemes on A816
VC6 - housing that is appropriate and affordable with local people able to participate in the housing market	NP27	Increase the rate of new house building - number of new builds	(A&B 2006/7) 455	Increase	Increase
			(Scot 2006/7) 25,306	Increase	Increase
VC7 - high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute	LPI05	Increased levels of net in-migration to Argyll and Bute (GRO Mid-Year estimates)	2002/6 461	>250	-
FL2 - proactive communities where local people and organisations look for and create opportunities	ABC14	Improved support for third sector organisations	n/a	CPP-3 rd sector interface established Mar 2010	-
Other related local outcomes					
FL3 - dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute					
FL4 - partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints					
FL5 - communities that encourage lifelong learning					

Areas where we need Scottish Government support

- **Roads network:**
 - Improve condition and extent of the trunk network to improve perceptions of the area and ease access for businesses, residents and visitors
 - Capital investment to maintain and improve the road network
- **Renewables:**
 - Creation of a Kintyre and Islay Regional Power Zone to catalyse investment in renewable energy production
 - Enhanced grid capacity, including subsea links, to enable growth for commercial and community benefit from renewables
- **Developing the economy:**
 - Developing Argyll and Bute as a quality destination to create higher quality jobs and extend the tourism season
 - Finding new ways to attract high value tourism business and manage visitor pressures in sensitive areas
 - Rejuvenation of the main towns to attract people and businesses to Argyll and Bute
 - Bring high value jobs and careers to rural areas
 - Support for agriculture, forestry, aquaculture, fishing and tourism as important sectors in the local economy
 - Broad support for an Argyll and Bute branding scheme to promote the area and local businesses who provide high quality goods and services with a distinctive Argyll and Bute character
- **Removing barriers to travel:**
 - Developing the Campbeltown-Ballycastle ferry service to bring economic benefits to West Highlands and N Ireland
 - Supporting fast frequent services and inter-island links
 - Support for an unrestricted vehicle and passenger town centre to town centre ferry service between Gourock and Dunoon
 - Introduce a ferry discount scheme on all routes to improve access to islands and viability of island communities
- **Opportunities for young people:** Improve economy so that young people can settle in rural areas with employment and the prospect of future career development

Associated risks

- Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand
- Lack of suitable employment and housing within local communities requires people to work at a distance from their home.
- Key schemes unable to progress due to insufficient investment in transport infrastructure
- Focus on city regions and economic downturn draws investment away from rural areas; potential impact on CHORD town centre regeneration
- Shortages of good quality, affordable housing preventing economic investment in rural areas
- Investment in renewables dries up, no job creation, no community financial benefits and government misses renewable energy target
- Continued decline of remote and island communities due to low or no economic growth and demographic change
- Poor career opportunities discouraging inward migration

Thematic Group: Economy

Strategic Management Lead: Douglas Cowan, Area Manager Argyll and Islands, HIE, d.cowan@hient.co.uk

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



Education performance is very good with higher than average stay on rates (87.7% for S3-S5 compared to 76.3% for Scotland) and more young people choosing to enter higher education (34% compared to 29.7% nationally), which unfortunately means they leave Argyll and Bute. The higher stay on rates in education and low unemployment rate mean that there are fewer concerns about young people not in education, employment or training.

Investment to encourage local innovation and business growth is essential to provide attractive employment opportunities to encourage young people to move/return to the area. Without this investment, Argyll and Bute will continue to see net outward migration of young people and increasing problems attracting inward migrants.

Local action has addressed the need for local vocational training, but there is a need for support to attract investment to expand research and similar activities such as those at the Scottish Association for Marine Science (SAMS) facility at Dunstaffnage. HIE is supporting high growth businesses, including some linked to SAMS via the Argyll Marine Science Initiative (AMSI) to create high quality infrastructure for new and expanding marine biotechnology and related businesses in North Argyll.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
VC2 - well balanced demographically with young people choosing to stay or move to the area	LPI03	GRO mid-year data – average net migration of young aged 16-24	-329 (2002/6)	-	>0
	LPI04	GRO mid-year data – ‘Young’ age cohorts as proportion of total population	Aged 0-15 = 17.17% Aged 16-24 = 9.72%	Increase	Increase
	NP07	Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)	(A&B 2006/7) 86%	90%	Increase
(Scot 2006/7) 86%			Increase	Increase	
VC3 - vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities	HIE1a	Number of new growth plans developed with account managed businesses	20 (2008/9)	30	-
	HIE1c	Number of businesses deepening engagement in international business activity	20 (2008/9)	60	-
	HIE2	Number of account managed social enterprises with growth plans	5 (2008/9)	15 (cumulative)	-

FL2 - proactive communities where local people and organisations look for and create opportunities	HIE2c	Number of community groups supported to invest in renewable energy	tbc	tbc	tbc
FL5 - communities that encourage lifelong learning	AC1	FE activity increases to match the Scottish average	4,500 FE SUMs ¹ allocated to Argyll College	c. 9,000 SUMs allocated by Scottish Funding Council (SFC)	Scottish average (Mar 2012) [Based on the SUMs allocation agreed by SFC over 4 years]
Other related local outcomes					
OE2 - the environment is respected as a valued asset that can provide sustainable opportunities for business					
FL3 - dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute					
FL4 - partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints					
Areas where we need Scottish Government support					
<ul style="list-style-type: none"> • Renewables: Creation of a Kintyre and Islay Regional Power Zone to catalyse investment in renewable energy production • Opportunities for young people: Development and support for vocational education so that young people can access training and employment without leaving the area 					
Associated risks					
<ul style="list-style-type: none"> • Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand • Poor career opportunities discouraging inward migration • Continued out migration due to lack of further education, higher education and training opportunities 					

Thematic Group: Economy

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

¹ Student activity is measured using Student Unit of Measurement (SUMs)

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 an area where we excel. Our young people consistently exceed national average attainment rates. HMIE inspections confirm that the Council is in an excellent position with the capacity to go even further. The Council is clearly committed to Curriculum for Excellence and has developed an holistic approach that actively involves staff, pupils and parents to improve the service so that at least three-quarters of schools will be rated as “Very Good” by June 2010.

The Fairer Argyll and Bute Plan will ensure a targeted approach to providing pre-employment skills for individual young people identified as not in education, employment or training.

The main issue for Argyll and Bute is that many young people have to leave the area to pursue their education and career opportunities.

This outcome also links into the Fairer Argyll and Bute Plan outcomes of ‘People’s employability is increased’ and ‘Communities are influencing Community Planning process to ensure local needs are met’.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
VC2 - well balanced demographically with young people choosing to stay or move to the area	NP07	Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)	(A&B 2006/7) 86%	90%	Increase
			(Scot 2006/7) 86%	Increase	Increase
VC3 - vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities	ABC04f	Pupils engaged in Skills for Work	173 in 7 schools	350 – 400 in 10 schools	Increase
VC7 - high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute	ABC04a	Curriculum for Excellence implemented	As Curriculum stands	As Curriculum changes	Aug 2012
	ABC04d	Increase attainment in age 5-14 age range	Primary Reading = 84% Writing = 79% Maths = 85% Secondary Reading = 65% Writing = 48% Maths = 61%	Increase Primary Reading = 85% Writing = 80% Maths = 86% Secondary Reading = 66% Writing = 50% Maths = 65%	Increase

		Attainment levels in national qualifications	By the end of S4: 5+ Level 4 = 83% 5+ Level 5 = 36% By the end of S5: 3+ Level 6 = 21% 5+ Level 6 = 9% By the end of S6: 3+ Level 6 = 35% 5+ Level 6 = 22% 1+ Level 7 = 16%	By the end of S4: 5+ Level 4 = 84% 5+ Level 5 = 40% By the end of S5: 3+ Level 6 = 25% 5+ Level 6 = 12% By the end of S6: 3+ Level 6 = 37% 5+ Level 6 = 24% 1+ Level 7 = 18%	Increase
		Literacy and numeracy rates	P2 pupils achieving Level A: Reading 46% Writing 48% Maths 88% Pupils with Level 3 qualification or better by end of S6 in: English and Maths 96%	P2 pupils achieving Level A: Reading 50% Writing 58% Maths 90% Pupils with Level 3 qualification or better by end of S6 in: English and Maths 97%	Increase
FL5 - communities that encourage lifelong learning	AC1	FE activity increases to match the Scottish average	4,500 FE SUMs ² allocated to Argyll College	c. 9,000 SUMs allocated by Scottish Funding Council (SFC)	Scottish average (Mar 2012) [Based on the SUMs allocation agreed by SFC over 4 years]
Other related local outcomes					
VC5 - a sense of history with a view to the future					
FL1 - communities that are culturally rich with a desire to excel					
FL3 - dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute					
Areas where we need Scottish Government support					
<ul style="list-style-type: none"> • Opportunities for young people: Development and support for vocational education so that young people can access training and employment without leaving the area • Supersparsity: Cost of service delivery • Young people's health: Support across the whole spectrum of health and wellbeing, including mental, sexual and healthy lifestyle choices 					

² Student activity is measured using Student Unit of Measurement (SUMs)

Associated risks

- Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand
- Continued out migration due to lack of further education, higher education and training opportunities

Thematic Group: Social Affairs

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. Children in Argyll and Bute grow up in communities with much lower crime rates than the national average and are educated in schools that are highly rated. Local community activity is strong with significant cultural and sporting opportunities available to help young people develop and mature.

Argyll and Bute Community Health Partnership, the Council and a range of other agencies are working together to improve child health to give children the best start in life. We have a coordinated and inclusive approach to lead and promote better integrated working at all levels across partner services that has:

- An effective and highly regarded joint service committee structure providing governance for Integrated Children's Services across the local authority, health, voluntary sector and other partners.
- A structure of joint working practice at senior and middle management and front line services.
- A number of innovative integrated posts, delivering services across traditional service boundaries.

The Early Years Framework will be a key driver to increase the capacity of communities, develop the workforce, increase parenting capacity and improve access to a range of integrated services. This will ensure that all of Argyll and Bute's children have the best start in life and are ready to succeed.

The Getting it Right for Every Child approach underpins the core components, common values and principles that apply across all aspects of working with children, young people and their families across Argyll and Bute.

This outcome also links into the Fairer Argyll and Bute Plan outcome of 'Vulnerable individuals and groups are supported to access services appropriate to their needs'. The FAB Partnership has agreed to invest Fairer Scotland Funding to support the Active Schools programme to improve access to more physical activity and to help develop lifelong habits so that people live longer, healthier lives.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
VC1 - safe supportive communities with positive culture and sense of pride in the area	ABC04b	Number of children accessing the Early Years service	tbc	Increase	Increase
	ABC04c	Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 (any subject)	20 (74%)	Improve	Improve

VC6 - housing that is appropriate and affordable with local people able to participate in the housing market	ABC06a	Completions on shared equity and social rented houses	tbc	150 per year	tbd
	ABC04a	Curriculum for Excellence implemented	As Curriculum stands	As Curriculum changes	Aug 2012
	ABC04h	Uptake of school meals	tbc	>national average (Mar 2010)	Increase further
	ABC04d	Increase attainment in age 5-14 age range	Primary Reading = 84% Writing = 79% Maths = 85% Secondary Reading = 65% Writing = 48% Maths = 61%	Primary Reading = 85% Writing = 80% Maths = 86% Secondary Reading = 66% Writing = 50% Maths = 65%	Increase
		Literacy and numeracy rates	P2 pupils achieving Level A: Reading 46% Writing 48% Maths 88% Pupils with Level 3 qualification or better by end of S6 in: English and Maths 96%	P2 pupils achieving Level A: Reading 50% Writing 58% Maths 90% Pupils with Level 3 qualification or better by end of S6 in: English and Maths 97%	Increase
	NHS-H2	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.	70.5% NHS Highland (Sep 2008)	80%	80%

	NHS-H3	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.	0	275	tbd
	NP11	60% of school children in primary 1 will have no signs of dental disease by 2010	(A&B 2006) 56%	>60% by 2010	Increase
			(Scot 2006) 54.1%	60% by 2010	Increase
Other related local outcomes					
Areas where we need Scottish Government support					
<ul style="list-style-type: none"> • Removing barriers to travel: <ul style="list-style-type: none"> ○ Supporting fast frequent services and inter-island links ○ Introduce a ferry discount scheme on all routes to improve access to islands and viability of island communities • Opportunities for young people: Investment in and access to affordable housing for young people and families allowing them to move to or stay in communities across Argyll and Bute 					
Associated risks					
<ul style="list-style-type: none"> • Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand 					

Thematic Group: Social Affairs

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

National Outcome 6 – We live longer, healthier lives.

People in Argyll and Bute have a longer life expectancy than the national average and longer healthy life expectancy. We have an older population profile, but one that is healthier than average. While the health of the general population is good, there is evidence that inequalities in health persist. The Fairer Argyll and Bute Plan includes health improvement interventions to tackle health inequalities across Argyll and Bute.

In the period up to 2031 GROS project a 14.7% drop in the 0-15 age population and a 28.1% increase in the number of people of pensionable age, compared to 7% and 31% for Scotland as a whole. Changes in Argyll and Bute will be more extreme than the national average – with the over 65 population rising from 18.7% to 30.3% compared to 15.4% to 24.0% for Scotland. Demand for services will rise and delivery will be harder with fewer people of working age and higher costs of service delivery in rural areas.



The Council and Community Health Partnership are working together to improve the efficiency and effectiveness of services, but as demand increases more investment will be required if the current position is to be maintained, let alone improve. The Council prioritised spending on adult social care services in its 2009/10 budget. The Community Health Partnership's smoking cessation service is supporting 8% of the smoking population in successfully quitting (at one month post quit) over the period 2008/2009 – 2010/2011.

The challenges we face in helping people to live longer healthier lives include the availability of healthy food, encouraging responsible drinking, helping people to be responsible for their own health, encouraging people to walk or cycle instead of using cars, and access to leisure facilities such as swimming pools and sports centres.

This outcome also links into the Fairer Argyll and Bute Plan outcome of 'Vulnerable individuals and groups are supported to access services appropriate to their needs'.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
VC1 - safe supportive communities with positive culture and sense of pride in the area	ABC05c	Waiting list for home care adults	9 clients waiting 0-3 months for a service (Dec 2008)	No client waiting beyond 3 months for a service.	No client waiting beyond 2 months for a service. (Mar 2012)

	ABC05d	Waiting list for residential care adults	10 clients waiting 0-3 months and 2 waiting 3-4 months (Dec 2008)	No client waiting beyond 3 months for a service.	No client waiting beyond 2 months for a service.(March 2012)
VC6 - housing that is appropriate and affordable with local people able to participate in the housing market	ABC05b	Percentage of older people receiving services cared for in care home	41.8% (Dec 2008)	40%	30%
		Percentage of older people receiving services cared for with intensive home care	58.2 (Dec 2008)	60%	70%
VC7 - high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute	NHS-H2	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.	70.5% NHS Highland (Sep 2008)	80%	80%
	NHS-H3	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.	0	275	tbd
	NHS-H4	Achieve agreed number of alcohol screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.	Data not yet complete for 2008/09	Still to be disaggregated for CHP by NHS Highland	tbc
	NHS-A12	12 weeks max wait for all outpatient referrals and for inpatient / day case from Dec 2010, 18 weeks RTT (Referral to Treatment) from Dec 2011	Day case and in patient: 12 weeks	Day case and in patient: 12 weeks (Mar 2010)	18 week referral to treatment pathway for elective procedures by Dec 2011
			Diagnostic tests: 6 weeks	Diagnostic tests: 4 weeks (Mar 2010)	
	NHS-T11	Older People Cared For At Home: Increase the level of older people with complex care needs receiving care at home.	58.2 (Dec 2008)	60%	70%
			Delayed Discharges: To continue to have no clients waiting over 6 weeks in an NHS Bed	0	0
Older people with complex care needs : assessed for Indicator of Relative Need (IoRN)			0% (Dec 2008)	60% completed	100% completed 2011/12

	NP11	60% of school children in primary 1 will have no signs of dental disease by 2010	(A&B 2006) 56%	>60% by 2010	Increase
			(Scot 2006) 54.1%	60% by 2010	Increase
FL3 - dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute	NHS-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. (Scottish baseline and target)	28.4% (2006/7)	33.3%	tbd
	NHS-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.	98% wait <4 hours	98% wait <4 hours	98% wait <4 hours
	NHS-A13	Maximum drug treatment waiting times (developmental)	tbd	tbd	tbd
	NHS-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.	43.7‰ (2004/5)	34.5‰ (2008/9)	tbd
			3262‰ (2004/5)	2950‰ (2008/9)	tbd
	NHS-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).	tbc awaiting validation	tbc	tbc
	NHS-T6	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD (Chronic Obstructive Pulmonary Disease), Asthma, Diabetes or CHD (Coronary Heart Disease), from 2006/2007 to 2010/2011.	1740 per 100,000	tbc awaiting national data	tbd
	NHS-T9	Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.	629 (2006/7)	tbc awaiting national data	tbd
NP20	Reduce proportion of people aged 65 and over admitted as emergency inpatients 2 or more times in a single year	(A&B) 4.0%	Reduce	3.85%	
		(Scot 2007) 4.8%	Reduce	Reduce	
Other related local outcomes					

Areas where we need Scottish Government support

- **Opportunities for young people:** Investment in and access to affordable housing for young people and families allowing them to move to or stay in communities across Argyll and Bute
- **People 'on the fringe':**
 - Improved methods to identify and prioritise rural deprivation
 - Improved methods to identify and provide support for excluded groups

Associated risks

- Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand
- Demographic / societal changes which increase demand for services beyond existing / planned budget levels
- Changes to Scottish Government policy which increase demand for services beyond existing / planned budget levels
- Joint redesign of older peoples' services with the re-provision of NHS continuing care resources into the community (i.e. closure of NHS beds). Risk that lack of public and political acceptance of the solution will delay or prevent changes with consequent impact on delayed discharges.
- Mental health service redesign with re-provision of services into localities and community services – risk that lack of public and political acceptance of the solution will delay or prevent changes.
- Modernisation of NHS services – moving from unscheduled care (emergency provision) to preventative/anticipatory care relating to achievement of HEAT targets. Issues include reducing hospital beds, providing more care in the community, sustainable out of hours emergency services in remote and island communities e.g. for a GP opting out, Scottish Ambulance Service response etc. Risk that lack of public and political acceptance of the solution will delay or prevent changes.

Thematic Group: Social Affairs

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.

Whilst Argyll and Bute does not have the large scale concentrations of urban deprivation found in other areas, there are still significant issues that need to be tackled in Argyll and Bute’s urban centres. Equally, dispersed rural deprivation and problems accessing basic services can leave some people feeling isolated and difficult for service providers to identify. Rural models of service delivery need to be different to those in urban areas because deprived people are not all located in particular neighbourhoods with ready access to professional services and facilities. In addition to the re-design of health and social care services, the Fairer Argyll and Bute Plan focuses on supporting vulnerable individuals and groups to access services.

There is also a shortage of affordable housing. This is partly due to the high proportion of second-homes and holiday lets and the effect this has on house prices and partly due to a shortage of land available for housing development. Scenic rural areas, like many parts of Argyll and Bute, are particularly badly affected – local people are unable to compete with the premiums paid for holiday homes. There is real need for significant investment in social housing to enable people to live and work locally and to prevent the disintegration of communities and support networks as people are forced to leave their community. This is a particular concern for young local people wanting to rent or buy their first home, whether local or moving to the area.



The FAB (Fairer Argyll and Bute) Partnership provides a focus for a range of services that address inequalities. The FAB Partnership integrates streams of work that were previously carried out in parallel and provides a more strategic focus for allocating Fairer Scotland Fund and coordinating this work with activities provided via Health Improvement and Wider Role funding. This complements the significant investment in services by the Council, NHS and other partners to support vulnerable people. The work on inequalities includes development of a detailed needs analysis that has helped to prioritise and direct Fairer Scotland Funding. This information is now being used by all partners as an assessment of the current baseline and key areas of need and so will influence future service development.

The Community Planning Partnership is developing a Community Engagement Strategy that will improve our engagement with previously hard to reach groups. Equalities in Practice is an outcome of the Council’s Improvement Plan and we will implement engagement mechanisms for equality target groups to help achieve this. The CPP is also working to ensure that the six equality strands are an integral part of CPP activities.

This outcome also links into the Fairer Argyll and Bute Plan outcomes of ‘People’s employability is increased’ and ‘Vulnerable individuals and groups are supported to access services appropriate to their needs’.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
VC4 – well connected economically and socially	ABC05a	Community based support for children affected by disability	75%	80%	tbc

		Proportion of looked after and accommodated children in a residential setting	51%	48%	tbc
VC6 - housing that is appropriate and affordable with local people able to participate in the housing market	ABC05b	Percentage of older people receiving services cared for in care home	41.8% (Dec 2008)	40%	30%
		Percentage of older people receiving services cared for with intensive home care	58.2 (Dec 2008)	60%	70%
		Resource centre placement for learning disability clients	142 clients (51%) attend Resource Centres out of a total of 278 clients	Reduction of 10%	Further reductions of 10% per annum until a maximum of 30% of total number of clients attend Resource Centres.
	ABC06a	Proportion of homeless households assessed in priority need	78%	90%	100% (2011/12)
		Repeat homelessness within 12 months of case being completed	2.43% (2007/8)	<3.5% (Mar 2010)	tbd
VC7 - high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute	ABC04d	Increase attainment in age 5-14 age range	Primary Reading = 84% Writing = 79% Maths = 85% Secondary Reading = 65% Writing = 48% Maths = 61%	Primary Reading = 85% Writing = 80% Maths = 86% Secondary Reading = 66% Writing = 50% Maths = 65%	Increase
		Literacy and numeracy rates	P2 pupils achieving Level A: Reading 46% Writing 48% Maths 88% Pupils with Level 3 qualification or better by end of S6 in: English and Maths 96%	P2 pupils achieving Level A: Reading 50% Writing 58% Maths 90% Pupils with Level 3 qualification or better by end of S6 in: English and Maths 97%	Increase
	ABC04h	Uptake of school meals	tbc	>national average (Mar 2010)	Increase further

	NHS-H2	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.	70.5% NHS Highland (Sep 2008)	80%	80%
	NHS-H3	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.	0	275	tbd
	NHS-T11	Older People Cared For At Home: Increase the level of older people with complex care needs receiving care at home.	58.2 (Dec 2008)	60%	70%
		Delayed Discharges: To continue to have no clients waiting over 6 weeks in an NHS Bed	0	0	0
		Older people with complex care needs : assessed for Indicator of Relative Need (IoRN)	0% (Dec 2008)	60% completed	100% completed 2011/12
FL3 - dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute	NHS-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.	43.7‰ (2004/5)	34.5‰ (2008/9)	tbd
			3262‰ (2004/5)	2950‰ (2008/9)	tbd
	NHS-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).	tbc awaiting validation	tbc	tbc
Other related local outcomes					
VC1 - safe supportive communities with positive culture and sense of pride in the area					

Areas where we need Scottish Government support

- **Removing barriers to travel:** Supporting fast frequent services and inter-island links
- **Opportunities for young people:** Investment in and access to affordable housing for young people and families allowing them to move to or stay in communities across Argyll and Bute
- **People 'on the fringe':**
 - Improved methods to identify and prioritise rural deprivation
 - Improved methods to identify and provide support for excluded groups
- **Supersparsity:** Cost of service delivery

Associated risks

- Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand
- Shortages of good quality, affordable housing preventing economic investment in rural areas
- Lack of affordable housing impacting on families in remote and rural areas and areas of urban deprivation, making it difficult for people to stay and/or settle in Argyll and Bute
- Joint redesign of older peoples' services with the re-provision of NHS continuing care resources into the community (i.e. closure of NHS beds). Risk that lack of public and political acceptance of the solution will delay or prevent changes with consequent impact on delayed discharges.
- Mental health service redesign with re-provision of services into localities and community services – risk that lack of public and political acceptance of the solution will delay or prevent changes.
- Modernisation of NHS services – moving from unscheduled care (emergency provision) to preventative/anticipatory care relating to achievement of HEAT targets. Issues include reducing hospital beds, providing more care in the community, sustainable out of hours emergency services in remote and island communities e.g. for a GP opting out, Scottish Ambulance Service response etc. Risk that lack of public and political acceptance of the solution will delay or prevent changes.

Thematic Group: Social Affairs

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.



Most children and families in Argyll and Bute have their needs met through involvement with universal services in education and health. Where children and families have additional needs and may be at risk, we have well established integrated approaches to supporting them in reaching their potential and in addressing risks. These approaches include specific services to families that are affected by child protection issues or where children are looked after by the local authorities. These initiatives are overseen by strategic interagency planning processes that include representatives of all the main agencies, the voluntary sector and service users. This approach has a focus on achieving better outcomes for vulnerable families with a specific emphasis on key areas such as child protection, children who are looked after by the local authority, children who are affected by disability or who have other additional support needs, and early years. Issues of risk can also affect many vulnerable adults and we have recently established our Adult Protection Committee which oversees joint service approaches in this area.

These strategies complement the activity within community planning being undertaken in relation to the Fairer Argyll and Bute Plan. There are some specific challenges, partly arising from the remote and rural nature of the area, where issues of poverty and deprivation can often be hidden and can be compounded by limited access to good employment. There is a need for Scottish Government support in areas such as the development of affordable social housing to support families on lower incomes and this would help in addressing the wider pressures that can increase difficulties for vulnerable families. An issue in this area is the fact that many of the communities are made up of a mixed population where families living in poverty are well hidden amongst more affluent community members.

There are detailed plans for the development of services in line with the concordat and the national priorities. The success measures identified below give a high level indication of the range of outcomes we expect to achieve. Progress in these areas is also reflected in the inspection reports prepared by the scrutiny bodies in respect of child protection, social work and education services.

This outcome also links into the Fairer Argyll and Bute Plan outcome of ‘Vulnerable individuals and groups are supported to access services appropriate to their needs’.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
VC1 - safe supportive communities with positive culture and sense of pride in the area	ABC04c	Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 (any subject)	20 (74%)	Improve	Improve
		Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 in English AND Maths	9 (32.1%)	Improve	Improve

	ABC05e	Waiting list for residential care for clients with learning disabilities	0 clients waiting beyond 3 months for a placement (Dec 2008)	0 clients waiting beyond 3 months for a placement	0 clients waiting beyond 2 months for a placement (March 2012)
	SP1a	Violent crime: Crimes of Violence (Group 1)	Average (April 2004 – April 2008) 19 crimes per 10,000 head of population	Reduce the average level of crime through 2010/11	tbc
	SP1b	Violent crime: Rate of reporting of Domestic Abuse in Argyll & Bute per 100,000 population	Baseline 2007/08 Number of incidents 519 per 100,000 head of population	Increase recorded incidents above baseline level through 2010/11	tbc
VC6 - housing that is appropriate and affordable with local people able to participate in the housing market	ABC05b	Resource centre placement for learning disability clients	142 clients (51%) attend Resource Centres out of a total of 278 clients	Reduction of 10%	Further reductions of 10% per annum until a maximum of 30% of total number of clients attend Resource Centres.
	ABC06a	Completions on shared equity and social rented houses	tbc	150 per year	tbd
		Proportion of homeless households assessed in priority need	78%	90%	100% (2011/12)
		Repeat homelessness within 12 months of case being completed	2.43% (2007/8)	<3.5% (Mar 2010)	tbd
	NP22	All unintentionally homeless households will be entitled to settled accommodation by 2012	(A&B 2006/7) 73%	-	Achieve target by 2012
(Scot 2006/7) 77%			-	Achieve target by 2012	

VC7 - safe supportive communities with positive culture and sense of pride in the area	NHS-H4	Achieve agreed number of alcohol screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.	Data not yet complete for 2008/09	Still to be disaggregated for CHP by NHS Highland	tbd
Other related local outcomes					
Areas where we need Scottish Government support					
<ul style="list-style-type: none"> • Opportunities for young people: <ul style="list-style-type: none"> ○ Improve economy so that young people can settle in rural areas with employment and the prospect of future career development ○ Investment in and access to affordable housing for young people and families allowing them to move to or stay in communities across Argyll and Bute • People 'on the fringe': <ul style="list-style-type: none"> ○ Improved methods to identify and prioritise rural deprivation ○ Improved methods to identify and provide support for excluded groups 					
Associated risks					
<ul style="list-style-type: none"> • Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand • Potential to increase in drugs misuse due to perception that Community Safety Partnership do not have this as high priority • Lack of affordable housing impacting on families in remote and rural areas and areas of urban deprivation, making it difficult for people to stay and/or settle in Argyll and Bute • Modernisation of NHS services – moving from unscheduled care (emergency provision) to preventative/anticipatory care relating to achievement of HEAT targets. Issues include reducing hospital beds, providing more care in the community, sustainable out of hours emergency services in remote and island communities e.g. for a GP opting out, Scottish Ambulance Service response etc. Risk that lack of public and political acceptance of the solution will delay or prevent changes. 					

Thematic Group: Social Affairs

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 with a low crime rate. There are localised problems in some of the urban centres, usually related to alcohol and sometimes drugs. Whilst not high profile, these do cause serious local concern because of the disruption and damage caused.

Road Safety is very much an issue that affects the whole of Argyll and Bute and several partners have a role to play in addressing this issue. The Police Public Consultation report also highlighted that 26% of those contributing felt that the Police should prioritise speeding motorists. The DRIVESafe initiative is continuing to make progress and the Community Safety Partnership has highlighted Road Safety as a priority for its new strategy.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
OE4 - an area that is accessible, yet retains its remote character	LTS01	Road accidents: fatal and serious injuries	174 (average 1994-1998)	under review (nationally)	tbd
	LTS02	Road accidents: slight injury casualties	380 (average 1994-1998)	under review (nationally)	tbd
	LTS03	Road accidents: child killed or seriously injured	20.8 (average 1994-1998)	under review (nationally)	tbd
VC1 - safe supportive communities with positive culture and sense of pride in the area	LPI02	Scottish Household Survey – maintain positive perceptions of neighbourhoods	SHS (2005-6): 95% (A&B) respondents rated neighbourhood as very good / fairly good	Increase	Increase
	SP1a	Violent crime: Crimes of Violence (Group 1)	Average (April 2004 – April 2008) 19 crimes per 10,000 head of population	Reduce the average level of crime through 2010/11	tbc
	SP1b	Violent crime: Rate of reporting of Domestic Abuse in Argyll & Bute per 100,000 population	Baseline 2007/08 Number of incidents 519 per 100,000 head of population	Increase recorded incidents above baseline level through 2010/11	tbc
	SP2a	Substance misuse: Anti-social offences (Consumption of alcohol in public and Urinating in Public)	Average (April 2004 – April 2008) 33 Detections for Offences per 10,000 head of population	Exceed the baseline average level of detections through 2010/11	tbc
	SP2b	Substance misuse: Number of persons detected for drug supply crimes	2008/09 Number of persons detected for drug supply crimes: 50	Increase in 2009/10	tbd

	SP3b	Qualitative Measure – Local community consultation survey will be implemented to measure success on violent crime, substance misuse and road safety	Baseline will be established in 2009 following completion of the survey	To be confirmed following baseline establishment	tbd
	NP23	Reduce overall reconviction rates by 2 percentage points by 2011	(A&B) – 40%	<38% by 2011	Reduce further
			(Scot) – 45% reconvicted within 2 years	Reconviction rate <43% by 2011	Reduce further
	NP28	Increase the percentage of adults who rate their neighbourhood as a good place to live	(A&B 2005/6) 95%	Increase	Increase
			(Scot 2005/6) 92%	Increase	Increase
	NP29	Decrease the estimated number of problem drug users in Scotland by 2011	(A&B) – 609 (2003 figure)	Await prevalence report for 2009	Decrease
			(Scot 2003) 51, 582	Await prevalence report for 2009	Decrease

Other related local outcomes

VC7 - high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute

Areas where we need Scottish Government support

- **Developing the economy:** Rejuvenation of the main towns to attract people and businesses to Argyll and Bute
- **People 'on the fringe':** Improved methods to identify and provide support for excluded groups

Associated risks

- Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand
- Geography of islands and remote mainland with dispersed population creates difficulty for people to access all emergency service provision and emergency health and social care response with possibility of more severe outcomes than would be expected in other areas
- Potential to increase in drugs misuse due to perception that Community Safety Partnership do not have this as high priority

Thematic Group: Social Affairs

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, urgent, investment in: transportation infrastructure; improved provision of services to remote and fragile communities; and the main towns of Argyll and Bute where many people from remote communities access services. The Council is developing major regeneration plans for the main towns – Campbeltown, Dunoon, Helensburgh, Oban and Rothesay – to prioritise and coordinate the development required in each case. These towns are central to the growth of the economy in Argyll and Bute and future sustainability of all communities in the area.

Whilst all of the towns will attract some private investment, there is a need for public sector investment to act as a catalyst to secure the regeneration and long-term sustainability of any development. A Programme Board is being established to manage the implementation of a variety of short- and long-term projects and direct the significant capital investment of £33M agreed by the Council in November 2008. The Council has increased the amount of capital funding available for investment in the road network, excluding trunk roads, to £7.5M in 2009/10 to improve road condition and access across Argyll and Bute. Even with this increased investment, there is still a very large backlog of ~£50M in the roads capital programme.

Access to services is not limited to service users travelling to service points. All public sector organisations are reviewing how services are delivered to improve service quality, make access easier and reduce costs. The Council's Process for Change transformational programme will: transfer more services to the customer services centre; increase provision of services over the internet; and change how the workforce is deployed to improve access. The Broadband Pathfinder project is currently being implemented in Argyll and Bute and should help to ensure that customers are able to gain quick access to online services. The Council and NHS are also reviewing, redesigning and modernising services to enable more people to be supported for longer in their own homes or the community – allowing them to remain active, maintain links with support networks and have a better quality of life.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
OE1 - high quality environment that is valued, recognised and protected	NP33	Increase to 95% the proportion of protected nature sites in favourable condition	(A&B) – No data available	-	-
			(Scot 2005 – 2008) 78%	95% of SSSI and Natura 2000 sites	-
OE4 - an area that is accessible, yet retains its remote character	LPI01	Network road condition indicator (excludes trunk roads)	2006-8 Red = 17% Amber = 40% Green = 43%	Improve	Improve

VC1 - safe supportive communities with positive culture and sense of pride in the area	ABC05c	Waiting list for home care adults	9 clients waiting 0-3 months for a service (Dec 2008)	No client waiting beyond 3 months for a service.	No client waiting beyond 2 months for a service. (Mar 2012)
	ABC05d	Waiting list for residential care adults	10 clients waiting 0-3 months and 2 waiting 3-4 months (Dec 2008)	No client waiting beyond 3 months for a service.	No client waiting beyond 2 months for a service.(March 2012)
	ABC05e	Waiting list for residential care for clients with learning disabilities	0 clients waiting beyond 3 months for a placement (Dec 2008)	0 clients waiting beyond 3 months for a placement	0 clients waiting beyond 2 months for a placement (March 2012)
	LPI02	Scottish Household Survey – maintain positive perceptions of neighbourhoods	SHS (2005-6): 95% (A&B) respondents rated neighbourhood as very good / fairly good	Increase	Increase
VC3 - vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities	ABC08	Waterfront and town centre regeneration - progress on the key projects that comprise the CHORD programme	n/a	Full business cases approved	Work commences during 2011
	HIE2	Number of account managed social enterprises with growth plans	5 (2008/9)	15 (cumulative)	-
VC4 – well connected economically and socially	ABC05a	Community based support for children affected by disability	75%	80%	tbc
		Proportion of looked after and accommodated children in a residential setting	51%	48%	tbc
	ABC07a	Transport infrastructure projects completed	n/a	A818, Pennyghael Bridge (A848), Tayinloan Pier	A83 south of Muasdale, A819, schemes on A816

	LTS04 (ABC07 b)	Increase by 3% per annum passenger numbers on buses	Baseline 2006: 1,002,000	+3% (2009/10) +6% (2010/11)	+9% (2011/12)
VC6 - housing that is appropriate and affordable with local people able to participate in the housing market	ABC05b	Percentage of older people receiving services cared for in care home	41.8% (Dec 2008)	40%	30%
		Percentage of older people receiving services cared for with intensive home care	58.2 (Dec 2008)	60%	70%
		Resource centre placement for learning disability clients	142 clients (51%) attend Resource Centres out of a total of 278 clients	Reduction of 10%	Further reductions of 10% per annum until a maximum of 30% of total number of clients attend Resource Centres.
	ABC06a	Completions on shared equity and social rented houses	tbc	150 per year	tbd
		Proportion of homeless households assessed in priority need	78%	90%	100% (2011/12)
		Repeat homelessness within 12 months of case being completed	2.43% (2007/8)	<3.5% (Mar 2010)	tbd
	NP22	All unintentionally homeless households will be entitled to settled accommodation by 2012	(A&B 2006/7) 73%	-	Achieve target by 2012
			(Scot 2006/7) 77%	-	Achieve target by 2012
	NP27	Increase the rate of new house building - number of new builds	(A&B 2006/7) 455	Increase	Increase
(Scot 2006/7) 25,306			Increase	Increase	
VC7 - high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute	ABC04i	School estate strategy agreed to direct future investment in the school estate	Picture unclear	Decision (Oct 2009)	tbd
	LPI05	Increased levels of net in-migration to Argyll and Bute (GRO Mid-Year estimates)	2002/6 461	>250	-
	NHS-H4	Achieve agreed number of alcohol screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.	Data not yet complete for 2008/09	Still to be disaggregated for CHP by NHS Highland	tbd

	NHS-A12	12 weeks max wait for all outpatient referrals and for inpatient / day case from Dec 2010, 18 weeks RTT (Referral to Treatment) from Dec 2011	Day case and in patient: 12 weeks	Day case and in patient: 12 weeks (Mar 2010)	18 week referral to treatment pathway for elective procedures by Dec 2011
			Diagnostic tests: 6 weeks	Diagnostic tests: 4 weeks (Mar 2010)	
	NHS-T11	Older People Cared For At Home: Increase the level of older people with complex care needs receiving care at home. Delayed Discharges: To continue to have no clients waiting over 6 weeks in an NHS Bed Older people with complex care needs : assessed for Indicator of Relative Need (IoRN)	tbc	tbc	tbc
			0	0	0
			0% (Dec 2008)	60% completed	100% completed 2011/12
NP43	Improve people's perceptions of the quality of public services delivered	(A&B) – No data available	Increase	Increase	
		(Scot) – No data available	Increase	Increase	
FL2 - proactive communities where local people and organisations look for and create opportunities	ABC14	Improved support for third sector organisations	n/a	CPP-3 rd sector interface established Mar 2010	-
FL3 - dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute	ABC11	Process for Change business cases agreed for lead opportunities	n/a	Dec 2009	tbd
	NHS-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.	98% wait <4 hours	98% wait <4 hours	98% wait <4 hours
	NHS-A13	Maximum drug treatment waiting times (developmental)	tbd	tbd	tbd
	NHS-T1	By 2008/2009, we will reduce the proportion of older people (aged 65+) who are admitted as	43.7% (2004/5)	34.5% (2008/9)	tbd

		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.	3262‰ (2004/5)	2950‰ (2008/9)	tbd
	NHS-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).	tbc awaiting validation	tbc	tbc
	NHS-T6	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD (Chronic Obstructive Pulmonary Disease), Asthma, Diabetes or CHD (Coronary Heart Disease), from 2006/2007 to 2010/2011.	1740 per 100,000	tbc awaiting national data	tbd
	NHS-T9	Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.	629 (2006/7)	tbc awaiting national data	tbd
FL5 - communities that encourage lifelong learning	AC1	FE activity increases to match the Scottish average	4,500 FE SUMs ³ allocated to Argyll College	c. 9,000 SUMs allocated by Scottish Funding Council (SFC)	Scottish average (Mar 2012) [Based on the SUMs allocation agreed by SFC over 4 years]
	AC2	Increased provision of HE activity	Growth rate 2005-2009	-	Similar growth rate to Mar 2012
	AC3	Argyll College achieves fundable body status with Scottish Funding Council	Funded via North Highland College	Funded directly by the Scottish Funding Council	Part of a directly funded West Highland College covering Argyll, Lochaber, Skye, Lochalsh & Wester Ross
Other related local outcomes					
FL4 - partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints					

³ Student activity is measured using Student Unit of Measurement (SUMs)

Areas where we need Scottish Government support

- **Roads network:**
 - Improve condition and extent of the trunk network to improve perceptions of the area and ease access for businesses, residents and visitors
 - Capital investment to maintain and improve the road network
- **Developing the economy:** Rejuvenation of the main towns to attract people and businesses to Argyll and Bute
- **Removing barriers to travel:**
 - Supporting fast frequent services and inter-island links
 - Support for an unrestricted vehicle and passenger town centre to town centre ferry service between Gourock and Dunoon
 - Introduce a ferry discount scheme on all routes to improve access to islands and viability of island communities
- **Opportunities for young people:**
 - Improve economy so that young people can settle in rural areas with employment and the prospect of future career development
 - Development and support for vocational education so that young people can access training and employment without leaving the area
 - Investment in and access to affordable housing for young people and families allowing them to move to or stay in communities across Argyll and Bute
- **People 'on the fringe':** Improved methods to identify and provide support for excluded groups
- **Access to services:** support for key services
- **Supersparsity:** Cost of service delivery

Associated risks

- Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand
- Lack of suitable employment and housing within local communities requires people to work at a distance from their home.
- Geography of islands and remote mainland with dispersed population creates difficulty for people to access all emergency service provision and emergency health and social care response with possibility of more severe outcomes than would be expected in other areas
- Key schemes unable to progress due to insufficient investment in transport infrastructure
- Focus on city regions and economic downturn draws investment away from rural areas; potential impact on CHORD town centre regeneration
- Shortages of good quality, affordable housing preventing economic investment in rural areas
- Continued decline of remote and island communities due to low or no economic growth and demographic change
- Joint redesign of older peoples' services with the re-provision of NHS continuing care resources into the community (i.e. closure of NHS beds). Risk that lack of public and political acceptance of the solution will delay or prevent changes with consequent impact on delayed discharges.
- Mental health service redesign with re-provision of services into localities and community services – risk that lack of public and political acceptance of the solution will delay or prevent changes.
- Modernisation of NHS services – moving from unscheduled care (emergency provision) to preventative/anticipatory care relating to achievement of HEAT targets. Issues include reducing hospital beds, providing more care in the community, sustainable out of hours emergency services in remote and island communities e.g. for a GP opting out, Scottish Ambulance Service response etc. Risk that lack of public and political acceptance of the solution will delay or prevent changes.

Thematic Group: Environment

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. Some of the remote and rural communities are already showing significant signs of future problems with closure of essential services such as village shops and falling school rolls. The prospect of losing facilities in future is affecting the choices people make about whether to stay in the area or which community to move to if they are in-migrants.

Investment to promote in-migration by young people is essential to the long-term sustainable future of Argyll and Bute’s communities. Our 12th Citizens Panel survey indicated overwhelming support for programmes and initiatives that attract and retain young people. Investment in leisure facilities was considered an important part of this.



The Fairer Argyll and Bute Plan has a strong emphasis on building community capacity to strengthen the resilience of communities. The Plan’s strategic focus emphasises health inequalities and preventative action. The Plan helps partners to take a co-ordinated and integrated approach to address deprivation and health inequalities.

Argyll College is increasing its further and higher education activity to support the development of people, business and communities in Argyll and Bute.

This outcome also links into the Fairer Argyll and Bute Plan outcome of ‘Communities are influencing Community Planning process to ensure local needs are met’.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
VC1 - safe supportive communities with positive culture and sense of pride in the area	SP1a	Violent crime: Crimes of Violence (Group 1)	Average (April 2004 – April 2008) 19 crimes per 10,000 head of population	Reduce the average level of crime through 2010/11	tbc
	SP1b	Violent crime: Rate of reporting of Domestic Abuse in Argyll & Bute per 100,000 population	Baseline 2007/08 Number of incidents 519 per 100,000 head of population	Increase recorded incidents above baseline level through 2010/11	tbc

	SP2a	Substance misuse: Anti-social offences (Consumption of alcohol in public and Urinating in Public)	Average (April 2004 – April 2008) 33 Detections for Offences per 10,000 head of population	Exceed the baseline average level of detections through 2010/11	tbc
	SP2b	Substance misuse: Number of persons detected for drug supply crimes	2008/09 Number of persons detected for drug supply crimes: 50	Increase in 2009/10	tbd
	SP3b	Qualitative Measure – Local community consultation survey will be implemented to measure success on violent crime, substance misuse and road safety	Baseline will be established in 2009 following completion of the survey	To be confirmed following baseline establishment	tbd
	NP23	Reduce overall reconviction rates by 2 percentage points by 2011	(A&B) – 40%	<38% by 2011	Reduce further
			(Scot) – 45% reconvicted within 2 years	Reconviction rate <43% by 2011	Reduce further
	NP28	Increase the percentage of adults who rate their neighbourhood as a good place to live	(A&B 2005/6) 95%	Increase	Increase
			(Scot 2005/6) 92%	Increase	Increase
	NP29	Decrease the estimated number of problem drug users in Scotland by 2011	(A&B) – 609 (2003 figure)	Await prevalence report for 2009	Decrease
			(Scot 2003) 51, 582	Await prevalence report for 2009	Decrease
VC2 - well balanced demographically with young people choosing to stay or move to the area	LPI03	GRO mid-year data – average net migration of young aged 16-24	-329 (2002/6)	-	>0
	LPI04	GRO mid-year data – ‘Young’ age cohorts as proportion of total population	Aged 0-15 = 17.17% Aged 16-24 = 9.72%	Increase	Increase
FL2 - proactive communities where local people and organisations look for and create opportunities	ABC14	Improved support for third sector organisations	n/a	CPP-3 rd sector interface established Mar 2010	-
	HIE2c	Number of community groups supported to invest in renewable energy	tbc	tbc	tbc

	NP17	Reduce the percentage of the adult population who smoke to 22% of adults by 2010	(A&B 2005/6) 27.7%	Reduce	Reduce
			(Scot 2005/6) 25.6%	22% by 2010	Reduce
	NP18	Reduce alcohol related hospital admissions by 2011	(A&B 2004) 3,118	Reduce	Reduce
			(Scot 2001/4) 146,373	Reduce	Reduce
FL5 - communities that encourage lifelong learning	AC2	Increased provision of HE activity	Growth rate 2005-2009	-	Similar growth rate to Mar 2012
	AC3	Argyll College achieves fundable body status with Scottish Funding Council	Funded via North Highland College	Funded directly by the Scottish Funding Council	Part of a directly funded West Highland College covering Argyll, Lochaber, Skye, Lochalsh & Wester Ross

Other related local outcomes

VC4 – well connected economically and socially

FL1 - communities that are culturally rich with a desire to excel

FL3 - dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute

Areas where we need Scottish Government support

- **Renewables:** Enhanced grid capacity, including subsea links, to enable growth for commercial and community benefit from renewables
- **Developing the economy:** Rejuvenation of the main towns to attract people and businesses to Argyll and Bute
- **Removing barriers to travel:** Supporting fast frequent services and inter-island links
- **People 'on the fringe':** Improved methods to identify and provide support for excluded groups
- **Access to services:** support for key services

Associated risks

- Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand
- Potential to increase in drugs misuse due to perception that Community Safety Partnership do not have this as high priority
- Key schemes unable to progress due to insufficient investment in transport infrastructure
- Shortages of good quality, affordable housing preventing economic investment in rural areas
- Continued decline of remote and island communities due to low or no economic growth and demographic change
- Demographic / societal changes which increase demand for services beyond existing / planned budget levels
- Changes to Scottish Government policy which increase demand for services beyond existing / planned budget levels
- Lack of affordable housing impacting on families in remote and rural areas and areas of urban deprivation, making it difficult for people to stay and/or settle in Argyll and Bute
- Joint redesign of older peoples' services with the re-provision of NHS continuing care resources into the community (i.e. closure of NHS beds). Risk that lack of public and political acceptance of the solution will delay or prevent changes with consequent impact on delayed discharges.
- Mental health service redesign with re-provision of services into localities and community services – risk that lack of public and political acceptance of the solution will delay or prevent changes.

Thematic Group: Social Affairs

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 outcome reflects a mixed picture. There is significant, urgent 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 rejuvenation of Argyll and Bute's main towns is essential to attract serious inward investment to develop business opportunities. The Scottish Government is an essential partner to help make this happen. The Council has been working with the Scottish Government to protect vulnerable areas, e.g. flood prevention works in Dunoon and is also investing proactively to make the towns more attractive to potential investors.

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. The environment is a significant asset and communities need to benefit directly from business opportunities or support to protect that asset.

The Community Planning Partnership has signed up to the Climate Change Declaration and partners are taking steps to reduce their carbon emissions. HITRANS and SPT are working to increase the proportion of trips undertaken by walking, cycling and public transport to help reduce carbon emissions. Partners are working together to develop the Core Path Plan to improve access and to review the local biodiversity action plan to secure protection and future economic and social benefit from Argyll and Bute's biodiversity. HIE and the Council are supporting community groups to invest in, or benefit from, renewable energy.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
OE1 - high quality environment that is valued, recognised and protected	ABC01a	Council reduces CO2 emissions	26, 491 tonnes CO2	-	23, 917 tonnes (Mar 2012)
	NHS-E8	NHS Highland reduces CO2 emissions	tbd	tbd	tbd
	ABC02a	Increased recycling rate for household waste	35% (2007/8)	>40%	50% by 2020
		Reduced BMW ⁴ going to landfill	26, 219 tonnes (2007/8)	24, 560 tonnes	18, 373 tonnes (2012/13)
SEARS2a	Trial reintroduction of beavers to Knapdale	n/a	Beavers arrive on site. Effective liaison mechanisms local stakeholders established (Sep 2009)	-	

⁴ Biodegradable municipal waste

	SEARS4	Awaiting new success measure	64% of water bodies classed as good or better	Approval of management plan and implement to work towards 2015 target	71% of water bodies classed as good or better by 2015
	NP33	Increase to 95% the proportion of protected nature sites in favourable condition	(A&B) – No data available	-	-
			(Scot 2005 – 2008) 78%	95% of SSSI and Natura 2000 sites	-
OE2 - the environment is respected as a valued asset that can provide sustainable opportunities for business	ABC01b	Clear objectives agreed for renewables development	Picture unclear	Aug 2009	-
		Developers signed up to the renewable energy concordat	2	tbc	+2 (Mar 2012)
	ABC03a	Clear objectives for forestry development (commercial and conservation)	Picture unclear. Strategy out of date	Nov 2009 Resources defined; issues identified; strategy complete	tbd
	SEARS1	Management agreements in place for key habitats for Marsh Fritillary, Black Grouse and Corncrake secured	Approximately 170 approved for 2008	200 pa	95% of designated sites in Argyll in favourable condition
OE3 - a high quality image and identity that is recognised and appreciated globally	ABC03b	Homecoming – Additional funds levered into the area	n/a	>£300k (Jan 2010)	-
VC3 - vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities	ABC06b	Progress to release land around Helensburgh and Cardross for development	n/a	Landscape and urban capacity studies complete with plan to take vision forward (early 2010)	tbd
	ABC08	Waterfront and town centre regeneration - progress on the key projects that comprise the CHORD programme	n/a	Full business cases approved	Work commences during 2011

	LPI08	Visitor figures for selected attractions in Argyll and Bute	Bute Discovery Centre 107,429 Dunstaffnage Castle 28,282 National Park Centre Luss 89,329 Inveraray jail 64,532 Hill House 26,811 (all 2006)	Increase	Increase
	LPI09	Annual total visitor numbers to all Tourist Information Centres	tbc	Increase	Increase
VC5 - a sense of history with a view to the future	ABC09b	Clear objectives for Area Tourism Partnership	Objectives being discussed	tbd	tbd
Other related local outcomes					
OE4 - an area that is accessible, yet retains its remote character					
VC1 - safe supportive communities with positive culture and sense of pride in the area					
VC6 - housing that is appropriate and affordable with local people able to participate in the housing market					
VC7 - high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute					
FL4 - partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints					
Areas where we need Scottish Government support					
<ul style="list-style-type: none"> • Renewables: <ul style="list-style-type: none"> ○ Creation of a Kintyre and Islay Regional Power Zone to catalyse investment in renewable energy production ○ Enhanced grid capacity, including subsea links, to enable growth for commercial and community benefit from renewables • Developing the economy: <ul style="list-style-type: none"> ○ Developing Argyll and Bute as a quality destination to create higher quality jobs and extend the tourism season ○ Rejuvenation of the main towns to attract people and businesses to Argyll and Bute ○ Finding new ways to attract high value tourism business and manage visitor pressures in sensitive areas ○ Support for agriculture, forestry, aquaculture, fishing and tourism as important sectors in the local economy ○ Broad support for an Argyll and Bute branding scheme to promote the area and local businesses who provide high quality goods and services with a distinctive Argyll and Bute character • Removing barriers to travel: Introduce a ferry discount scheme on all routes to improve access to islands and viability of island communities • Opportunities for young people: Investment in and access to affordable housing for young people and families allowing them to move to or stay in communities across Argyll and Bute 					

Associated risks

- Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand
- Focus on city regions and economic downturn draws investment away from rural areas; potential impact on CHORD town centre regeneration
- Investment in renewables dries up, no job creation, no community financial benefits and government misses renewable energy target

Thematic Group: Environment

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. Argyll and Bute has played a significant role in Scotland's history and will continue to do so in future – promotion of the area needs an effective partnership between local agencies and national bodies. National agencies funded by the Scottish Government, for example VisitScotland and Historic Scotland, need to engage more effectively to help boost the profile and economy of the area.

The Council and its partners are actively investing in events to promote Homecoming 2009. HIE and the Council have developed Gaelic Language Plans to encourage people to use Gaelic by expanding the range of Gaelic services and resources available. Other CPP partners, including NHS Highland, SNH, CalMac ferries, CMAL, VisitScotland, Crofters Commission and Forestry Commission are currently developing their Gaelic Language Plans.

Ionad Chalum Chille Ìle (ICCI), the Columba Centre in Islay, has supported the development of the Council's Gaelic Language Plan and is delivering some aspects such as language learning and translation.

Gaelic education is increasing in Argyll and Bute with six pre-school units, six primary schools and five secondary schools offering Gaelic Medium Education to over 280 pupils and 34 primary schools and five secondary schools offering Gaelic Learners' Education to over 1000 pupils. In addition to Gaelic language training for employees, the Council is increasing the number of bilingual documents available and is gradually replacing old signage with bi-lingual signs in Council buildings.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
OE3 - a high quality image and identity that is recognised and appreciated globally	ABC03b	Homecoming – Additional visitors to the area	n/a	+50,000 day (Jan 2010) +5,000 overnight (Jan 2010)	-
VC5 - a sense of history with a view to the future	ABC09b	Clear objectives for Area Tourism Partnership	Objectives being discussed	tbd	tbd
FL1 - communities that are culturally rich with a desire to excel	LPI07	Proportion of the population who can speak, read or write Gaelic	5.2%	Increase	Increase
		Proportion of the population with some Gaelic language ability, including understanding spoken word	7%	Increase	Increase
FL4 - partnership working across all	ABC12a	New community plan published	n/a	Jun 2009	tbd

sectors to coordinate developments, market Argyll and Bute and remove constraints	ABC12c	Community engagement strategy implemented	n/a	Mar 2010	tbd
Other related local outcomes					
VC1 - safe supportive communities with positive culture and sense of pride in the area					
FL3 - dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute					
Areas where we need Scottish Government support					
<ul style="list-style-type: none"> • Renewables: Enhanced grid capacity, including subsea links, to enable growth for commercial and community benefit from renewables • Developing the economy: <ul style="list-style-type: none"> ○ Developing Argyll and Bute as a quality destination to create higher quality jobs and extend the tourism season ○ Finding new ways to attract high value tourism business and manage visitor pressures in sensitive areas 					
Associated risks					
<ul style="list-style-type: none"> • Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand 					

Thematic Group: Environment

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 in Argyll and Bute. Our concordat with renewable energy suppliers is already bringing financial benefits to some communities.

Protection of the local environment should not threaten the future sustainability of local communities – communities that are often historically linked with farming and crofting practices that created the protected habitats in the first instance. Where investment is restricted because of environmental considerations the affected communities must not be allowed to lose out.

The Community Planning Partnership has signed up to the Climate Change Declaration and partners are taking steps to reduce their carbon emissions. HITRANS and SPT are working to increase the proportion of trips undertaken by walking, cycling and public transport to help reduce carbon emissions. HIE and the Council are supporting community groups to invest in, or benefit from, renewable energy and in addition, recent developments in the Kintyre area have the potential to make Argyll and Bute a major centre in the renewable energy industry.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
OE1 - high quality environment that is valued, recognised and protected	ABC01a	Council reduces CO2 emissions	26, 491 tonnes CO2	-	23, 917 tonnes (Mar 2012)
	NHS-E8	NHS Highland reduces CO2 emissions	tbd	tbd	tbd
	ABC02a	Increased recycling rate for household waste	35% (2007/8)	>40%	50% by 2020
Reduced BMW ⁵ going to landfill		26, 219 tonnes (2007/8)	24, 560 tonnes	18, 373 tonnes (2012/13)	
OE2 - the environment is respected as a valued asset that can provide sustainable opportunities for business	ABC01b	Clear objectives agreed for renewables development	Picture unclear	Aug 2009	-
		Developers signed up to the renewable energy concordat	2	tbc	+2 (Mar 2012)

⁵ Biodegradable municipal waste

VC4 – well connected economically and socially	LTS04 (ABC07b)	Increase by 3% per annum passenger numbers on buses	Baseline 2006: 1,002,000	+3% (2009/10) +6% (2010/11)	+9% (2011/12)
FL2 - proactive communities where local people and organisations look for and create opportunities	HIE2c	Number of community groups supported to invest in renewable energy	tbc	tbc	tbc
Other related local outcomes					
Areas where we need Scottish Government support					
<ul style="list-style-type: none"> • Renewables: <ul style="list-style-type: none"> ○ Creation of a Kintyre and Islay Regional Power Zone to catalyse investment in renewable energy production ○ Enhanced grid capacity, including subsea links, to enable growth for commercial and community benefit from renewables • Developing the economy: <ul style="list-style-type: none"> ○ Developing Argyll and Bute as a quality destination to create higher quality jobs and extend the tourism season ○ Finding new ways to attract high value tourism business and manage visitor pressures in sensitive areas ○ Support for agriculture, forestry, aquaculture, fishing and tourism as important sectors in the local economy ○ Broad support for an Argyll and Bute branding scheme to promote the area and local businesses who provide high quality goods and services with a distinctive Argyll and Bute character 					
Associated risks					
<ul style="list-style-type: none"> • Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand • Investment in renewables dries up, no job creation, no community financial benefits and government misses renewable energy target 					

Thematic Group: Environment

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 providing around 35% of employment – more so than any other area of Scotland. Any contraction of the public sector in Argyll and Bute would therefore have a significant impact on the local economy and rural communities. There is a role for the Scottish Government to ensure that national efficiency measures do not draw jobs, people and families away from remote and rural areas. Job migration like this can have a disproportionate effect on rural communities.

Whilst financial benefits are important, there is also a social benefit from public sector investment that must not be ignored. These benefits have a much larger effect in rural areas where the job market is more limited.

All public sector partners have plans in place to identify and deliver efficiency savings and improve services, especially given the tighter constraints on public spending resulting from the economic downturn. The community planning process is undergoing changes to clarify links and improve performance management. Most of the changes will occur during 2009 and will ensure that there is more effective overview of the SOA, community plan and other partnerships where organisations are working together towards common objectives.

Key local outcomes	Ref	Success measures	Baseline	Target 2010/11	Long term target
VC1 - safe supportive communities with positive culture and sense of pride in the area	ABC05c	Waiting list for home care adults	9 clients waiting 0-3 months for a service (Dec 2008)	No client waiting beyond 3 months for a service.	No client waiting beyond 2 months for a service. (Mar 2012)
	ABC05d	Waiting list for residential care adults	10 clients waiting 0-3 months and 2 waiting 3-4 months (Dec 2008)	No client waiting beyond 3 months for a service.	No client waiting beyond 2 months for a service.(March 2012)
	ABC05e	Waiting list for residential care for clients with learning disabilities	0 clients waiting beyond 3 months for a placement (Dec 2008)	0 clients waiting beyond 3 months for a placement	0 clients waiting beyond 2 months for a placement (March 2012)

VC7 - high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute	ABC04i	School estate strategy agreed to direct future investment in the school estate	Picture unclear	Decision (Oct 2009)	tbd
	NP43	Improve people's perceptions of the quality of public services delivered	(A&B) – No data available	Increase	Increase
			(Scot) – No data available	Increase	Increase
FL3 - dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute	ABC11	Process for Change business cases agreed for lead opportunities	n/a	Dec 2009	tbd
	NHS-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	17.5 per 100.000 (2002)	14.5 per 100,000	tbd
	NHS-H6	Through smoking cessation services, support 8% of your Board's smoking population in successfully quitting (at one month post quit) over the period 2008/9 – 2010/11	16 per month average (Apr-Sep 2008)	42 per month	tbd
	NHS-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.	98% wait <4 hours	98% wait <4 hours	98% wait <4 hours
	NHS-A13	Maximum drug treatment waiting times (developmental)	tbd	tbd	tbd
	NHS-T6	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD (Chronic Obstructive Pulmonary Disease), Asthma, Diabetes or CHD (Coronary Heart Disease), from 2006/2007 to 2010/2011.	1740 per 100,000	tbc awaiting national data	tbd
	NHS-T9	Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.	629 (2006/7)	tbc awaiting national data	tbd

	NP20	Reduce proportion of people aged 65 and over admitted as emergency inpatients 2 or more times in a single year	(A&B) 4.0%	Reduce	3.85%
			(Scot 2007) 4.8%	Reduce	Reduce
FL4 - partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints	ABC12a	New community plan published	n/a	Jun 2009	tbd
	ABC12c	Community engagement strategy implemented	n/a	Mar 2010	tbd
Other related local outcomes					
Areas where we need Scottish Government support					
<ul style="list-style-type: none"> • Road network: Capital investment to maintain and improve the road network • Access to services and support for key services • Supersparsity: Cost of service delivery 					
Associated risks					
<ul style="list-style-type: none"> • Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand • Geography of islands and remote mainland with dispersed population creates difficulty for people to access all emergency service provision and emergency health and social care response with possibility of more severe outcomes than would be expected in other areas • Demographic / societal changes which increase demand for services beyond existing / planned budget levels • Changes to Scottish Government policy which increase demand for services beyond existing / planned budget levels • Joint redesign of older peoples' services with the re-provision of NHS continuing care resources into the community (i.e. closure of NHS beds). Risk that lack of public and political acceptance of the solution will delay or prevent changes with consequent impact on delayed discharges. • Mental health service redesign with re-provision of services into localities and community services – risk that lack of public and political acceptance of the solution will delay or prevent changes. • Modernisation of NHS services – moving from unscheduled care (emergency provision) to preventative/anticipatory care relating to achievement of HEAT targets. Issues include reducing hospital beds, providing more care in the community, sustainable out of hours emergency services in remote and island communities e.g. for a GP opting out, Scottish Ambulance Service response etc. Risk that lack of public and political acceptance of the solution will delay or prevent changes. 					

Thematic Group: Organisational Development

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

Areas where we need Scottish Government support

The particular areas where we need Scottish Government support are summarised below – bringing together detail from each of the tables for the National Outcomes. Although these are broadly the same as those agreed in the 2008 SOA we are now looking to open dialogue the Scottish Government for the period after April 2011. Two additional asks have been added to those outlined in 2008 and these represent areas where we feel future dialogue with the Scottish Government is desirable – support is needed for the Hunterston to Carradale subsea cable as well as the brand Argyll and Bute scheme.. Some of these points may be addressed directly within the lifetime of this agreement; others may need research/groundwork in the next 1-2 years with plans coming forward to influence future Government investment. As the CPP develops its approach to risks and planning, the intention would be to focus the dialogue with Scottish Government on a set of fewer, more refined and specific key areas.

Main themes	Topic	Outcome	National Outcome links
Infrastructure	Roads network	Improve condition and extent of the trunk network to improve perceptions of the area and ease access for businesses, residents and visitors	1, 2, 10
		Capital investment to maintain and improve the road network (non-trunk roads)	2, 10, 15
	Renewables	Creation of a Kintyre and Islay Regional Power Zone to catalyse investment in renewable energy production	2, 3, 12, 14
		Enhanced grid capacity, including subsea links, to enable growth for commercial and community benefit from renewables <i>Note: there is some additional detail to this item. There is an urgent need to include the Hunterston to Carradale subsea cable in the National Planning Framework 2 (NPF2). The cable is essential to allow further development of renewable generating capacity on Kintyre and Islay. This is important because of the strategic importance of renewable energy to Scotland and the significant community benefits that are possible as consequence of renewable energy developments.</i>	2, 11, 12, 13, 14
Developing the economy	Developing new opportunities	Developing Argyll and Bute as a quality destination, creating higher quality jobs and extending the tourism season	1, 2, 12, 13, 14
		Finding new ways to attract high value tourism businesses and manage visitor pressures in sensitive areas	2, 12, 13, 14

Main themes	Topic	Outcome	National Outcome links
		Rejuvenation of the main towns to attract people and businesses to Argyll and Bute	2, 9, 10, 11, 12
		Bring high value jobs and careers to rural areas	1, 2
	Strengthening existing businesses	Support for agriculture, forestry, aquaculture, fishing and tourism as important sectors in the local economy	2, 12, 14
		Broad support for an Argyll and Bute branding scheme to promote the area and local businesses who provide high quality goods and services with a distinctive Argyll and Bute character. <i>(This is an additional item)</i>	2, 12, 14
	Remote and island communities	Removing barriers to travel	Developing the Campbeltown-Ballycastle ferry service to bring economic benefits to West Highlands and N Ireland
Supporting fast frequent services and inter-island links			2, 5, 7, 10, 11
Support for an unrestricted vehicle and passenger town centre to town centre ferry service between Gourock and Dunoon			1, 2, 10
Introduce a ferry discount scheme on all routes to improve access to islands and viability of island communities			2, 5, 10, 12
Opportunities for young people		Improve economy so that young people can settle in rural areas with employment and the prospect of future career development	1, 2, 8, 10
		Development and support for vocational education so that young people can access training and employment without leaving the area	3, 4, 10
		Investment in and access to affordable housing for young people and families allowing them to move to or stay in communities across Argyll and Bute	5, 6, 7, 8, 10, 12
Service delivery		People 'on the	Improved methods to identify and prioritise rural deprivation

Main themes	Topic	Outcome	National Outcome links
challenges	fringe'	Improved methods to identify and provide support for excluded groups	6, 7, 8, 9, 10, 11
	Access to services	Support for key services	10, 11, 15
	Supersparsity	Cost of service delivery	4, 7, 10, 15
	Young people's health	Support across the whole spectrum of health and wellbeing, including mental, sexual and healthy lifestyle choices	4

Governance and delivery

Many organisations and individuals contribute to high level strategic outcomes. Progress against a particular outcome is the sum of a range of inputs from different providers as can be seen by the range of success measures associated with each local and national outcome.

All the partners signed up to this SOA have a responsibility to ensure that they deliver on the actions and success measures that link their outputs to the agreed outcomes. The CPP also needs clear governance and performance management arrangements to ensure the successful delivery of the outcomes in this agreement.

The CPP is therefore developing an integrated Planning and Performance Management Framework (PPMF) to clearly set out:

- a risk based approach to planning and budgeting
- clear structures and governance arrangements
- performance management arrangements via performance scorecards

Each National Outcome will be linked with one of four proposed thematic groups comprising the Council's Policy and Performance Groups and relevant community planning partners. This ensures effective scrutiny and democratic oversight and accountability for each outcome.

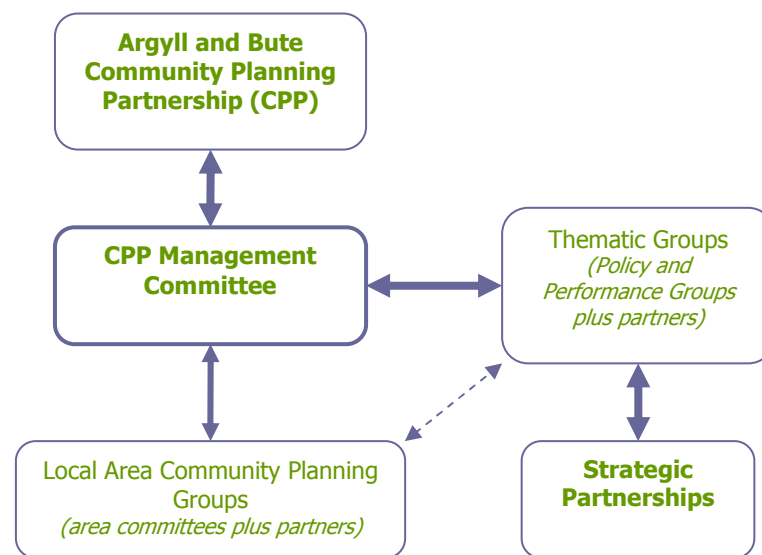
Each National Outcome also has a strategic management lead. These are senior directors/managers from different community planning partners who have been given the authority to bring together the relevant organisations to keep attention focused on the shared long term outcomes. The strategic management leads will provide the link to the relevant thematic group.

This process of 'managing for outcomes' will also include representatives of the Scottish Government because of the shared

ownership and accountability for the national outcomes via the Concordat.

In most instances the community planning partners expect issues to be resolved locally without the need for direct Government involvement.

Each community planning partner has appropriate governance



arrangements in place to ensure effective oversight of the actions of that partner. The management processes, and in the case of the Council political processes, allow for early resolution of issues within the bounds of the organisation or partnership in the case of bilateral or multilateral partnerships responsible for service delivery.

Proposed Thematic Groups and links to National Outcomes		
Policy and Performance Group	CPP Partners ⁶ /Strategic Partnerships ⁷ involved in the Group	National outcomes
Environment	SEARS (SNH, Forestry Commission, RPID, SEPA, LLTNP), Scottish Water	10, 12, 13, 14
Social Affairs	NHS, Third Sector, Police, Fire	4, 5, 6, 7, 8, 9, 11,
Economy	HIE, SE, HITRANS, SPT	1, 2, 3
Organisational Development	Chair of the Management Committee	15 (plus effectiveness of the overall process)

The relevant strategic management leads are detailed below.

Strategic management leads			
Name	Position	Organisation	National outcomes
Sally Reid	Chief Executive	Argyll and Bute Council	Overview of all outcomes
Douglas Cowan	Area Manager Argyll and Islands	HIE	2
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, 3, 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

⁶ To be confirmed

⁷ To be reviewed during summer 2009

The targets and indicators identified within this SOA incorporate a mixture of measures which focus on outputs and outcomes. However, there is ongoing dialogue between partners for a greater shift from the traditional approach to measuring outputs towards a more outcome orientated approach within future SOAs, where output measures would only be recorded in the action plans which underpin the SOA.

The current success measures in this SOA and other high level performance information from partners will be compiled to create performance scorecards. These will include relevant information on outcomes, risk, resources and improvement actions to enable people to get an holistic overview of the status of each area of work, local or national outcome. The scorecards will be an important source of information for the Thematic Groups as they overview performance on the SOA and for the senior management in each of the partner organisations as they work together to achieve the agreed outcomes.

The scorecards will be published on the internet to allow public scrutiny of performance of partners and progress on local actions to support the national outcomes. Over time the information will build to develop the 'credible story' to lessen the fuzziness between outputs and outcomes – especially higher level outcomes like those agreed in the Concordat. This process of partners publicly reporting information will be complemented by the publication of an annual report each year to report progress on agreed outcomes, significant developments during the previous year and the outlook for the year ahead.

Equalities, Gaelic and Sustainability

All partners are committed to fulfil their legal responsibilities with respect to equalities, sustainable development and best value.

Equalities

In November 2008, the Community Planning Partnership met with the Scotland Director of the Equality and Human Rights Commission to discuss how we strengthen our work to ensure that equality underpins all that we do. Public authority partners have Equality Schemes in

place and are taking account of the changes with the new Commission when Schemes are reviewed.

Particular reference was made to National Outcome 7: *We have tackled the significant inequalities in Scottish society*. The Chair of the CPP Management Committee agreed to be the lead to take forward work to improve integration of equalities with wider CPP activities. In line with best practice, we work to promote equality across all six equality strands – age, race, disability, religion, gender and sexual orientation. We have also moved to a Single Equalities Scheme, which is currently out for consultation.

A Community Diversity Group has replaced the MARIM (Multi-Agency Race Incident Monitoring) group with a wider remit to deal with all hate crime. The Community Safety Partnership liaises with elderly and younger people, and religious groups to address the needs of vulnerable people.

Partners are working together to share good practice and resources where possible. For example, the Council's Equality Impact Assessment process has been shared with community planning partners to ensure that the work we do together does not have an adverse impact on people from equality groups.

Gaelic

HIE and the Council have developed Gaelic Language Plans to encourage people to use Gaelic by expanding the range of Gaelic services and resources available. Other CPP partners, including NHS Highland, SNH, CalMac ferries, CMAL, VisitScotland, Crofters Commission and Forestry Commission are currently developing their Gaelic Language Plans.

Ionad Chaluum Chille Ìle (ICCI), the Columba Centre in Islay, has supported the development of the Council's Gaelic Language Plan and is delivering some aspects such as language learning and translation.

In addition to Gaelic language training for employees, the Council is increasing the number of bilingual documents available and is gradually replacing old signage with bi-lingual signs in Council buildings.

Argyll and Bute is committed to the development of Gaelic Education and the Council supports this across the 3-18 age range. Gaelic Medium Education and Gaelic Learners' Education can be accessed in any locality where sufficient demand exists and resources allow. At present six pre-school units, six primary schools and five secondary schools offer Gaelic Medium Education to over 280 pupils with 34 primary schools and five secondary schools offering Gaelic Learners' Education to over 1000 pupils. The Council is committed to further expanding and increasing Gaelic Education provision over the life of its initial Gaelic Language Plan.

Sustainability

The Community Planning Partnership signed up to the Scottish Climate Change Declaration in early 2007 and further agreed to sign the updated Declaration in 2008 to reaffirm their commitment. The partners committed to raise the profile of local work on climate change and to work in partnership to tackle and adapt to climate change.

Many aspects of the Scottish Climate Change Declaration are already being considered or have already been achieved by community planning partners, for example the Council is participating in the Carbon Trust's Local Authority Carbon Management Programme. The Council has also carried out a waste management audit and produced a transportation strategy with actions to tackle climate change.

The Council is developing a Sustainability Assessment to assess risks and opportunities for services and communities of predicted climate change impacts, and take action to adapt accordingly. Once developed and tested, the assessment process will be shared with partners, as was the case with the equality impact assessment.

The Fairer Argyll and Bute Plan

The Fairer Scotland Fund (FSF) has created an opportunity to improve joint planning arrangements for tackling deprivation and health inequalities. The emphasis is moving from very specific locations to a thematic approach focused on individuals and communities across the whole population of Argyll and Bute. There is a need for continued support for communities previously identified via the SIMD, which have developed good practice in terms of community empowerment.

This plan incorporates action on the wider socio-economic factors that influence quality of life and health. A start has been made towards the integration of other plans/strategies focused on inequalities. A new Fairer Argyll and Bute (FAB) Partnership has been formed as one of the strategic partnerships of the Community Planning Partnership. This brings together partners from individual organisations, as well as from existing strategic partnerships. These include Health Service, Registered Social Landlords (RSLs), Community Safety Partnership, Third Sector, Young Scot/Dialogue Youth and Argyll and Bute Council.

Structural changes with the inauguration of the Fairer Argyll and Bute Partnership are still evolving. There is potential for the existing Public Health Networks involved in delivering action on the JHIP to become integral to this structure to allow them to become more focused on tackling health inequalities through community capacity building and promoting healthy lifestyles to the text.

With the introduction of new national strategies to address poverty and deprivation, there needs to be close co-ordination between partnerships in Argyll and Bute to ensure maximum impact in achieving common outcomes. The National Strategies include:

- Achieving our Potential
- Scottish Economic Recovery Plan
- Early Years Framework
- Equally Well Implementation Plan

Fairer Scotland Fund principles for investment	Fairer Argyll and Bute Plan Outcomes
<ul style="list-style-type: none"> • address the causes of poverty • strong emphasis on early interventions • promotion of partnership working • improving employability • empowering communities and individuals to influence and inform decisions made by Community Planning Partnerships 	<ul style="list-style-type: none"> • vulnerable individuals and groups are supported to access services appropriate to their needs • People's employability is increased • Communities are influencing the Community Planning process to ensure local needs are met • More vibrant Third Sector actively engaged in Community Planning with equitable access to support across all communities

A needs analysis was carried out during 2008, and this, has identified themes on which to focus future priorities. It is essential that communities are engaged in this process through planned annual local community consultations and the annual CPP conference.

Needs analysis themes:

- Ageing population
- Disability
- Health
- Housing and Homelessness
- Employment and Unemployment
- Income and Poverty
- Children and young People

There are activities relating to the FAB Plan outcomes which are led by different partnerships. Examples include: action to prevent

Homelessness, early intervention through the Argyll and Bute Health and Care Strategic Partnership, Argyll and Bute's Children's Services Plan, Healthy Living Initiatives

There is substantial scope for the FAB Plan to help improve links between these partnerships. This will result in more effective joint action focused on local need, with potential to align funding from a range of sources.

The allocation of Fairer Scotland Fund for Argyll and Bute for 2009-2010 is £965,000, and for 2010-2011, when ring-fencing is removed, is £1,104,000.

The amounts in the table for 2010-2011 are indicative as these may change following further community consultations and work with other partnerships.

Strengthening Community Capacity

A new Community Planning Partnership Community Engagement Strategy is in draft form. A range of methods will be used to strengthen community capacity to ensure more effective engagement: community engagement posts; developing the community planning infrastructure to involve young people; support for the Public Health Networks; clear links in each locality and the annual Community Planning Conference.

Third sector partners make a significant contribution in delivering outcomes for our communities. Third sector partners formed a Steering Group to develop and implement changes to the way support is accessed and provided to all communities across Argyll and Bute.

The Steering Group is also focused on developing the new interface arrangement with the CPP to ensure effective links between the third sector and the CPP. This is a key Government initiative supported by the CPP.

Fairer Argyll and Bute Plan summary 2008 – 2011

Outcomes	Relevant National Outcomes	Key Action	Lead Service/Partner	Funding		
				2008/9	2009/10	2010/11*
Vulnerable individuals and groups are supported to access services appropriate to their needs	5, 6, 7, 8	Provide support to vulnerable/fragile individuals, groups and communities	ABC (Community Regeneration)	£156,100	£455,807	£480k
			ABC (Children & Families)	£268,000		
		Provide health improvement opportunities to influence lifestyle behaviour changes and reduce health inequalities	ABCHP			
People's employability is increased	4, 7	Support community based projects to provide pre-employment skills training to targeted groups	ABC (Community Regeneration)	£55,612	£117,351	£120k
			ABC (Education/ MCMC)	£54,000		
Communities are influencing Community Planning process to ensure local needs are met	4, 11	Community capacity building through community development worker posts	ABC (Community Regeneration)	£187,299	£176,842	£235k
		Coordination of community engagement across all CPP Partners	ABC (Policy & Strategy)		£35,000	£39k
More vibrant third sector, actively engaged in community planning, with equitable access to support across all communities	2	Radical change to support for third sector organisations to ensure equitable access to higher quality services	ABC (Community Regeneration, Policy & Strategy, Third Sector Steering)		£70,000	£150k
		Co-ordination and support to management of projects and support to voluntary organisation	ABC (Community Regeneration, Policy & Strategy)	£104,989	£80,000 £30,000	£80k
Total				£826,000	£965,000	£1,104,000

FAB Plan “line of sight” measures

There is a strong focus on equalities within the Fairer Argyll and Bute Plan and each outcome links directly to specific outcomes within the Single Outcome Agreement and to other action plans which partners are signed up to. The table below highlights where the outcomes are linked together so that each one can be cross referenced to ensure that the CPP develops and promotes Argyll and Bute as an inclusive area with a strong focus on equalities in all elements of activities carried out.

Ref	FAB Plan outcome	Ref	Relevant SOA success measure	Relevant FAB Plan action reference
FAB01	Vulnerable individuals and groups are supported to access services appropriate to their needs	ABC04b	Number of children accessing the Early Years service	FAB01f
		ABC04c	Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 (any subject)	FAB01f
			Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 in English AND Maths	FAB01f
		ABC05a	Community based support for children affected by disability	FAB01a
			Proportion of looked after and accommodated children in a residential setting	FAB01f
NHS-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.	FAB01e		
FAB02	People’s employability is increased	NP07	Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)	FAB02a and FAB02c
FAB03	Communities are influencing Community Planning process to ensure local needs are met	ABC12c	Community engagement strategy implemented	FAB03a-f
FAB04	More vibrant third sector, actively engaged in community planning, with equitable access to support across all communities	ABC14	Improved support for third sector organisations	FAB04a and FAB04b

Stakeholder involvement

Historically, the Council has encouraged 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. The partners all contribute to the process – including information they have from engagement with their stakeholder communities.

A challenge for the Community Planning Partnership is involving a Third Sector that has a poorly defined structure and lack of agreement on processes for engaging with community planning. The Fairer Argyll and Bute (FAB) action plan reflects the need to develop this aspect so that the Third Sector can help to deliver national outcomes. The FAB Plan will focus on the need for support for organisations in this sector – whether established or in formative stages – and more effective engagement.

We have developed the Single Outcome Agreement by involving local community planning partners, elected Members, and senior officers.

Future stakeholder involvement in the Single Outcome Agreement will be carried out in accordance with the new community engagement strategy currently in development by the CPP and Council and in accordance with the National Standards for Community Engagement.

The Council is currently reviewing provision of the Community Learning and Regeneration service to identify and put in place the significant changes required to ensure effective support for the community engagement strategy. These changes will take place during 2009/10.

Appendix: Risk assessment

Risks are assessed using a combination of impact and likelihood using the criteria below. All risks are then classified as high, medium or low using a simple matrix to generate an overall assessment.

Likelihood

Likelihood of occurrence	Score	Description
Almost certain	5	Will undoubtedly happen, possibly frequently
Likely	4	Will probably happen, but not a persistent issue
Possible	3	May happen occasionally
Unlikely	2	Not expected to happen, but is possible
Remote	1	Very unlikely this will ever happen

Impact

Impact of occurrence	Score	Description				
		Impact on service delivery	Financial impact	Impact on people	Impact on time	Impact on reputation
Catastrophic	5	Unable to function, inability to fulfil obligations	Severe loss	Death	Serious – more than 2 years to recover pre-event position	Highly damaging, severe loss of public confidence
Major	4	Significant impact on service provision	Major loss	Extensive injury, major permanent harm	Major – 1-2 years to recover pre-event position	Major adverse publicity, major loss of confidence
Moderate	3	Service objectives partially achievable	Significant loss	Medical treatment required, semi permanent harm up to 1 year	Considerable – 6-12 months to recover pre-event position	Some adverse publicity, legal implications
Minor	2	Minor impact on service objectives	Moderate loss	First aid treatment non-permanent harm up to 1 month	Some – 2-6 months to recover	Some public embarrassment, no damage to reputation
None	1	Minimal impact, no service disruption	Minimal loss	No obvious harm/ injury	Minimal – up to 2 months to recover	No interest to the press, internal only

Overall assessment

	Impact				
Likelihood	None	Minor	Moderate	Major	Catastrophic
Almost certain	Low	Medium	High	High	High
Likely	Low	Medium	Medium	High	High
Possible	Low	Medium	Medium	Medium	High
Unlikely	Low	Low	Medium	Medium	Medium
Remote	low	Low	low	Low	Low

Appendix: The National Outcomes

The table below summarises the National Outcomes and the local ranking in terms of the CPP's assessment of where there is greater need for Scottish Government involvement.

National outcome		Local rank
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.	!!!