



Community Plan 2009-XXXX

Version 4

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Outline content

XXXX introductory text – Argyll and Bute profile

XXXX who is involved in the CPP

XXXX how the CPP works

XXXX successful partnership working – where we've delivered well for Argyll and Bute

XXXX challenges – the longer term challenges that this plan is directed at tackling

XXXX the risks affecting the partnership

XXXX tables for each of the themes (in PPMF format)

XXXX Sustainability and equalities

XXXX partnership development

XXXX NOTE: the bullet points in the LRA vision (right) formed the local outcomes in the SOA as a pragmatic fix. Do we use these as our local outcomes in the community plan? Or do we develop fresh outcomes in the plan that then form the local outcomes in the SOA and revert to the LRA vision being the longer term aspiration with the community plan outcomes indicating how we'll get there?

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 sector 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

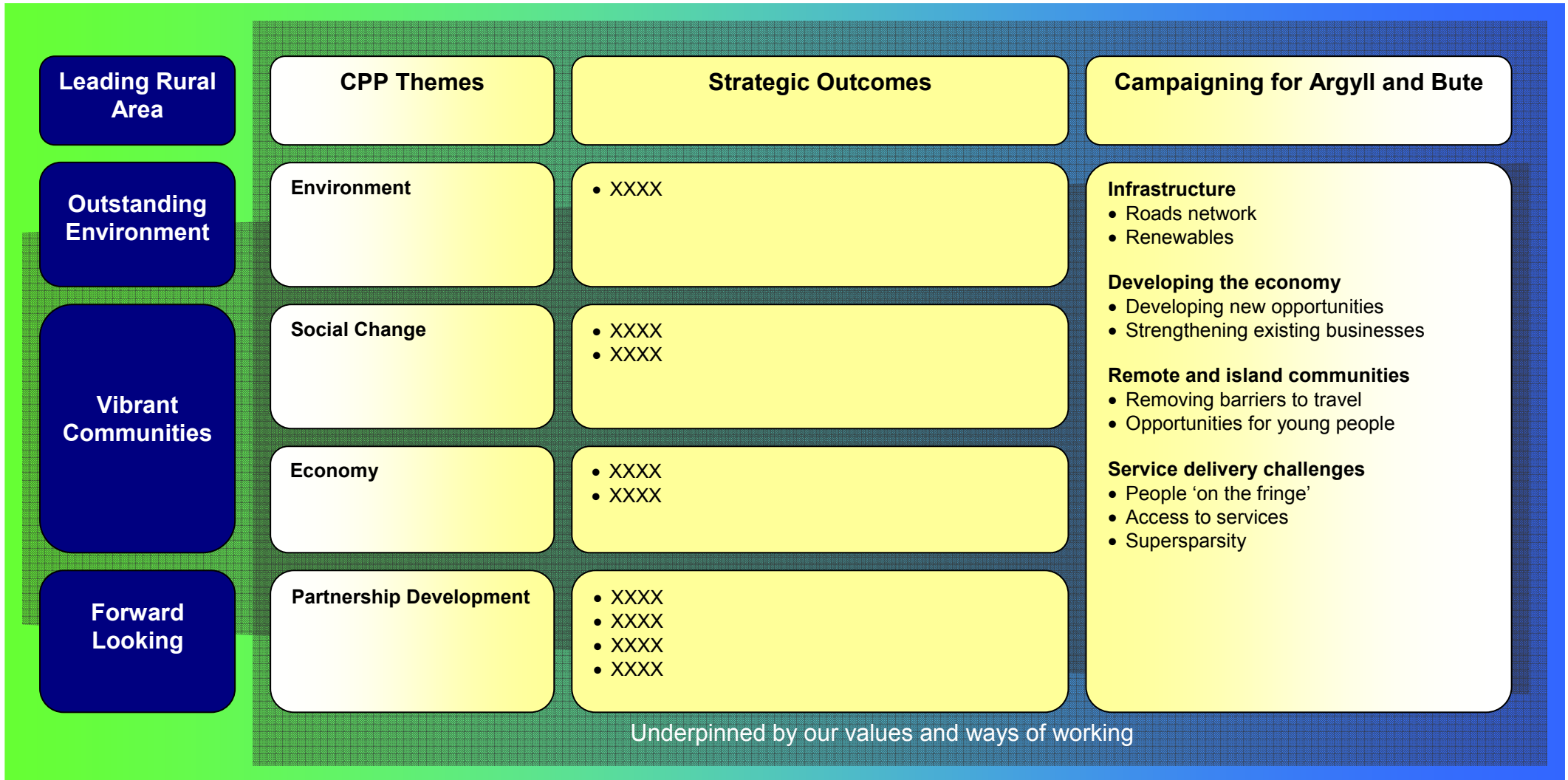
CPP strategic risks

The strategic risks below are copied from the SOA.

XXXX how do we want to add to or modify these in the community plan?

| Risk | | Rating | National outcome links | Commentary |
|---------|---|--------|------------------------|---|
| CPP-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 | |
| CPP-R02 | Lack of suitable employment and housing within local communities requires people to work at a distance from their home. | Medium | 2, 10 | |
| CPP-R03 | Violence and anti-social behaviour against personnel undertaking duties within the community | Low | 9, 11 | |
| CPP-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. |
| CPP-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 | |
| CPP-R06 | Potential increase in drugs misuse due to perception that Community Safety Partnership do not have this as high priority | Medium | 8, 9, 11 | |
| CPP-R07 | Key schemes unable to progress due to insufficient investment in transport infrastructure | Medium | 1, 2, 10, 11 | |
| CPP-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 |
| CPP-R09 | Shortages of good quality, affordable housing preventing economic investment in rural areas | Medium | 1, 2, 7, 10, 11 | |
| CPP-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. |
| CPP-R11 | Continued decline of remote and island communities due to low or no economic growth and demographic change | Medium | 2, 10, 11 | |
| CPP-R12 | Poor career opportunities discouraging inward migration | Medium | 2, 3 | |

| Risk | | Rating | National outcome links | Commentary |
|---------|---|--------|------------------------|---|
| CPP-R13 | Continued out migration due to lack of further education, higher education and training opportunities | Medium | 3, 4 | |
| CPP-R14 | Demographic / societal changes which increase demand for services beyond existing / planned budget levels | Medium | 6, 11, 15 | |
| CPP-R15 | Changes to Scottish Government policy which increase demand for services beyond existing / planned budget levels | Medium | 6, 11, 15 | |
| CPP-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 | |
| CPP-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 | |
| CPP-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 | |
| CPP-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. |
| CPP-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 | |



OE

- An area that is accessible yet retains its remote character (NO1,2,9,10)
- The environment is respected as a valued asset that can provide sustainable opportunities for business (NO2,12,14)
- A high quality image and identity that is recognised and appreciated globally (NO2,12,13)
- High quality environment that is valued, recognised and protected (NO10,12,14)

VC-E

- Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities (NO1,2,4,10,12)
- Well connected economically and socially (NO1,2,7,10,14)

VC-SA

- Well balanced demographically with young people choosing to stay or move to the area (NO2,3,4,11)
- Housing that is appropriate and affordable with local people able to participate in the housing market (NO2,4,6,7,8,10)
- High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute (NO2,4,5,6,7,10,15)
- Safe supportive communities with positive culture and a sense of pride in the area (NO5,6,8,9,10,11,15)
- A sense of history with a view to the future (NO12,13)

FL

- Communities that encourage lifelong learning (NO3,4,10,11)
- Dynamic public sector with more delivery of high quality 'professional' services from Argyll and Bute (NO 6,7,10,15)
- Proactive communities where local people and organisations look for and create opportunities (NO 10,11,14)
- Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints (NO13,15)

- XXXX intro text for this section?

| Outstanding Environment – environment | | | | | | | | |
|--|--|----------------------------|--|-----------|----------------------------|-----------------------|---------------------------|-------|
| Links to National Outcomes 10, 12, 13, and 14 | | | | | | | | |
| Key partners supporting this theme are: SEARS (SNH, Forestry Commission, RPID, SEPA, LLTNP), Scottish Water and XXXX | | | | | | | | |
| Ref | Outcome | Actions to achieve outcome | Success measures | Key dates | Lead Strategic Partnership | Source of the outcome | Link to national outcomes | Risks |
| OE4 | An area that is accessible yet retains its remote character | | <ul style="list-style-type: none"> • Improved network road condition (LP01) • Road accidents: fatal and serious injuries (LTS01) • Road accidents: slight injury casualties (LTS02) • Road accidents: child killed or seriously injured (LTS03) • Network road condition indicator (excludes trunk roads) (LP01) • Increase by 3% per annum passenger numbers on buses (LTS04 / ABC07b) | | | | 1,2,9,10 | |
| OE2 | The environment is respected as a valued asset that can provide sustainable opportunities for business | | <ul style="list-style-type: none"> • Clear objectives for renewable development (ABC1b) • Developers signed up to the renewable energy concordat (ABC1b) • Clear objectives for forestry development (commercial and conservation) (ABC03a) • <i>Applications approved for Rural Priorities (SEARS1)</i> • Management agreement in place for key habitats for Marsh Fritillary, Black Grouse and Corncrake secured (SEARS1) | | | | 2,12,14 | |
| OE3 | A high quality image and identity that is recognised and appreciated globally | | <ul style="list-style-type: none"> • Homecoming – additional visitors to the area (ABC03b) • Homecoming – additional funds levered into the area (ABC03b) | | | | 2,12,13 | |
| OE1 | High quality environment that is valued, recognised and protected | | <ul style="list-style-type: none"> • Increase to 95% the proportion of protected nature sites in favourable condition (NP33) • Council reduces CO2 emissions (ABC01a) • NHS Highland reduces CO2 emissions (NHS-E8) • Increase recycling rate for household waste (ABC02a) • Reduced BMW4 going to landfill (ABC02a) • Trial reintroduction of beavers to Knapdale (SEARS2a) • Awaiting new success measures (SEARS4) | | | | 10,12,14 | |

Andrew Campbell (SNH) is the lead for drawing the content together for this theme.

At the meeting on 16 April he will give a broad outline of the topics this could cover and who might be involved to help draw this theme together

XXXX intro text for this section?

| Vibrant Communities – economy | | | | | | | | | |
|--|--|----------------------------|---|-----------|----------------------------|-----------------------|---------------------------|-------|--|
| Links to National Outcomes 1, 2 and 3 | | | | | | | | | |
| Key partners supporting this theme are: HIE, Scottish Enterprise, HITRANS, SPT and XXXX | | | | | | | | | |
| Ref | Outcome | Actions to achieve outcome | Success measures | Key dates | Lead Strategic partnership | Source of the outcome | Link to national outcomes | Risks | |
| VC3 | Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities | | <ul style="list-style-type: none"> No. account managed businesses with growth plans (HIE1a) Cumulative total of account managed businesses (HIE1b) Added value of national growth through account managed businesses (£M) (HIE1c) No. of businesses deepening engagement in international business activity (HIE1d) Private sector earnings index (HIE1e) Increase the business start up rate (VAT registrations per 10,000 adults) (NP02) Pupils engaged in skills or work (ABC04f) Progress to release land around Helensburgh and Cardross for development (ABC06b) Waterfront and town centre regeneration – progress on the key projects that comprise the CHORD programme (ABC08) Business Gateway service established with transfer of all functions from SE to HIE (ABC09a) Business start ups supported (ABC09a) Percentage of businesses still operating after 2 years (ABC09a) Number of account managed social enterprises with growth plans (HIE2) Percentage of all planning applications dealt with in 2 months (LP06) | | | | 1,2,4,10,12 | | |
| VC4 | Well connected economically and socially | | <ul style="list-style-type: none"> Transport infrastructure projects completed (ABC07a) Community based support for children affected by disability (ABC05a) Proportion of looked after and accommodated children in a residential setting (ABC05a) Increase by 3% per annum passenger numbers on busses (LTS04 / ABC07b) | | | | 1,2,7,10,14 | | |

Douglas Cowan (HIE) is the lead for drawing the content together for this theme.

At the meeting on 16 April he will give a broad outline of the topics this could cover and who might be involved to help draw this theme together

XXXX intro text for this section?

| Vibrant Communities – social affairs | | | | | | | | | |
|---|--|-----------------------------------|--|------------------|-----------------------------------|------------------------------|----------------------------------|--------------|--|
| Links to National Outcomes 4, 5, 6, 7, 8, 9 and 11 | | | | | | | | | |
| Key partners supporting this theme are: NHS, Third Sector, Strathclyde Police, Strathclyde Fire and Rescue, and XXXX | | | | | | | | | |
| Ref | Outcome | Actions to achieve outcome | Success measures | Key dates | Lead Strategic Partnership | Source of the outcome | Link to national outcomes | Risks | |
| VC2 | Well balanced demographically with young people choosing to stay or move to the area | | <ul style="list-style-type: none"> GRO mid-year data – average net migration of young aged 16-24 GRO mid-year data – ‘Young’ age cohorts as proportion of total population Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training) | | | | 2,3,4,11 | | |
| VC6 | Housing that is appropriate and affordable with local people able to participate in the housing market | | <ul style="list-style-type: none"> Increase the rate of new house building – number of new builds (NP27) Completions on shared equity and social rented housing (ABC06a) Percentage of older people receiving services cared for in care home (ABC05b) Percentage of older people receiving services cared for with intensive home care (ABC05b) Proportion of homeless households assessed in priority need (ABC06a) Repeat homelessness within 12 months of case being completed (ABC06a) Resource centre placement for learning disability client (ABC05b) All unintentionally homeless households will be entitled to settled accommodation by 2012 (NP22) | | | | 2,4,6,7,8,10 | | |

Vibrant Communities – social affairs

Links to National Outcomes 4, 5, 6, 7, 8, 9 and 11

Key partners supporting this theme are: NHS, Third Sector, Strathclyde Police, Strathclyde Fire and Rescue, and XXXX

| Ref | Outcome | Actions to achieve outcome | Success measures | Key dates | Lead Strategic Partnership | Source of the outcome | Link to national outcomes | Risks |
|-----|--|----------------------------|--|-----------|----------------------------|-----------------------|---------------------------|-------|
| VC7 | High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute | | <ul style="list-style-type: none"> • Increase levels on net in-migration to Argyll and Bute (GRO Mid-Year estimates) (LP05) • Curriculum for Excellence implemented (ABC04a) • Increased attainment in age 5-14 age range (ABC04d) • Attainment levels in national qualifications (ABC04d) • Literacy and numeracy rates (ABC04d) • Uptake of school meals ((ABC4h) • 80% of all three to five year old children to be registered with an NHS dentist by 2010/11 (NHS-H2) • Achieve agreed completion rates for child health weight intervention programme by 2010/11 (NHS-H3) • 60% of school children in primary 1 have no signs of dental disease by 2010 (NP11) • 12 week max wait for all outpatient referrals and for inpatient/day case from Dec. 2010, 18 weeks RTT (referral to treatment) from Dec. 2011 (NHS-A12) • Older people care=d for at home; increase the level of older people with complex care needs receiving care at home (NHS-T11) • Delayed discharge: To continue to have no clients waiting over 6 weeks in an NHS bed (NHS-T11) • Older people with complex care needs: assessed for Indicator of Relative Need (IoRN) (NHS-T11) • Achieve agreed number of alcohol screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 10/11 (NHS-H4) • School estate strategy agreed to direct future investment in school estate (ABC04i) • Improve people’s perceptions of the quality of public services delivered (NP43) | | | | 2,4,5,6,7,10,15 | |

Vibrant Communities – social affairs

Links to National Outcomes 4, 5, 6, 7, 8, 9 and 11

Key partners supporting this theme are: NHS, Third Sector, Strathclyde Police, Strathclyde Fire and Rescue, and XXXX

| Ref | Outcome | Actions to achieve outcome | Success measures | Key dates | Lead Strategic Partnership | Source of the outcome | Link to national outcomes | Risks |
|-----|--|----------------------------|---|-----------|----------------------------|-----------------------|---------------------------|-------|
| VC1 | Safe supportive communities with positive culture and a sense of pride in the area | | <ul style="list-style-type: none"> • Number of children accessing the Early years service (ABC04b) • Attainment of looked after children: Number and percentage attaining at least SCQF Level 3 (any subject) (ABC04c) • Waiting list for home care adults (ABC05c) • Waiting list for residential care adults (ABC05d) • Attainment of looked after children: number and percentage attaining at least one SCQF level 3 in English AND Maths (ABC04c) • Waiting list for residential care for clients with learning disabilities (ABC05e) • Violent crime: Crimes of Violence (group 1) (SP1a) • Violent crime: Rate of reporting of Domestic Abuse in Argyll and Bute per 100,000 population (SP1b) • Scottish Household Survey – maintain positive perceptions of neighbourhoods (LP02) • Substance misuse: Anti-social offences (consumption of alcohol in public and urinating in public) (SP2a) • Substance misuse: Detections for supplying drugs and intent to supply drugs (SP2b) • Qualitative Measure – Local community consultation survey will be implemented to measure success on violent crime, substance misuse and road safety (SP3b) • Reduce overall reconviction rates by 2 percentage points by 2011 (NP23) • Increase the percentage of adults who rate their neighbourhood as a good place to live (NP28) • Decrease the estimated number of problem drug users in Scotland by 2011 (NP29) | | | | 5,6,8,9,10,11,15 | |
| VC5 | A sense of history with a view to the future | | <ul style="list-style-type: none"> • Clear objectives for Area Tourism Partnership (ABC09b) | | | | 12,13 | |

Douglas Hendry (ABC) is the lead for drawing the content together for this theme.

At the meeting on 16 April he will give a broad outline of the topics this could cover and who might be involved to help draw this theme together

XXXX intro text for this section?

| Forward Looking – partnership development | | | | | | | | | |
|--|---|-----------------------------------|--|------------------|-----------------------------------|------------------------------|----------------------------------|--------------|--|
| Links to National Outcome 15 | | | | | | | | | |
| Key partners supporting this theme are: all (XXXX may change once we know what the content is) | | | | | | | | | |
| Ref | Outcome | Actions to achieve outcome | Success measures | Key dates | Lead Strategic Partnership | Source of the outcome | Link to national outcomes | Risks | |
| FL5 | Communities that encourage lifelong learning | | <ul style="list-style-type: none"> FE activity increases to match Scottish average (AC1) Increased provision of HE activity (AC2) Argyll College achieves fundable body status with Scottish Funding Council (AC3) | | | | 3,4,10,11 | | |
| FL1 | Communities that are culturally rich with a desire to excel | | <ul style="list-style-type: none"> Proportion of population who can speak, read or write Gaelic ((LP07) Proportion of the population with some Gaelic language ability, including understanding spoken word (LP07) | | | | | | |
| FL3 | Dynamic public sector with more delivery of high quality 'professional' services from Argyll and Bute | | <ul style="list-style-type: none"> Increase in proportion of new born children exclusively breastfed at 6-8 weeks from 26.6% in 06/07 to 33.3% in 10/11 (NHS-H7) NHS Boards will achieve agreed reductions in the rates of attendance at A&E, from 06/07 to 10/11; and from end 2007 no patient will wait more than 4 hours from arrival to admission, discharge or transfer for accident and emergency treatment. (NHS-A7) Maximum drug treatment waiting times (developmental) (NHS-A13) By 08/09, 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 04/05 and reduce, by 10%, emergency inpatient bed days for people aged 65 and over by 2008 (NHS-T1) Reduce number of readmission (within one year for those that have had psychiatric hospital admission of over 7 days by 10% by the end of Dec. 2009) (NHS-T4) 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 of CHD (Chronic Heart Disease), from 06/07 to 10/11 (NHS-T6) Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by march 2011 (NHS-T9) Reduce proportion of people aged 65 or over admitted as emergency inpatients 2 or more times in a single year (NP20) Process for Change business cases agreed for lead opportunities (ABC11) | | | 6,7,10,15 | | | |

Forward Looking – partnership development

Links to National Outcome 15

Key partners supporting this theme are: all (XXXX may change once we know what the content is)

| Ref | Outcome | Actions to achieve outcome | Success measures | Key dates | Lead Strategic Partnership | Source of the outcome | Link to national outcomes | Risks |
|-----|--|----------------------------|---|-----------|----------------------------|-----------------------|---------------------------|-------|
| FL2 | Proactive communities where local people and organisations look for and create opportunities | | <ul style="list-style-type: none"> Improved support for third sector organisations (ABC14) Number of community groups supported to invest in renewable energy (HIE2c) Reduce the percentage of the adult population who smoke to 22% of adults by 2010 (NP17) Reduce alcohol related hospital admissions by 2011 (NP18) | | | | 10.11.14 | |
| FL4 | Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints | | <ul style="list-style-type: none"> New Community Plan published (ABC12a) Community Engagement Strategy implemented (ABC12c) | | | | 13,15 | |

No one has been identified as a lead for this theme. The focus is on partnership development and may cover topics such as common arrangements for community engagement, performance management, risk management and developing structures

Campaigning for Argyll and Bute

XXXX content below is from the SOA (the “asks” of the Government) – how does this need to change for the community plan as we extend the timeframe beyond that of the SOA?

| 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 | 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 |
| | | 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 | 1, 2 |
| | | 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 |

| Main themes | Topic | Outcome | National Outcome links |
|------------------------------------|-------------------------------|---|------------------------|
| | | 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 challenges | People 'on the fringe' | Improved methods to identify and prioritise rural deprivation | 6, 7, 8 |
| | | 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 |

Sustainability and equalities

XXXX – what is the CPP doing on sustainability and equalities in partnership (includes Gaelic)

Partnership development

XXXX do we develop something similar to the box below for the CPP (table from the Council corporate plan that draws on a similar format from the NHS)

| How we were | | How we want to be |
|-------------------------|---|------------------------|
| Well managed | → | Well led |
| Hierarchical | → | Empowered and flexible |
| Profession centred | → | Customer focused |
| Consulting clients | → | Involving clients |
| Performance – an add on | → | Performance integrated |
| Operational focus | → | Strategic focus |
| Departmental loyalty | → | Corporate commitment |
| Reactive | → | Proactive |
| Challenged | → | Challenging |

XXXX actions relating to this would be part of the forward looking section in the Plan