

# Single Outcome Agreement I Annual Report 2010-2011



# **Argyll and Bute 2009 - 2012 Single Outcome Agreement**

## Annual Report 2010/11

**December 2011**

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## ***Introduction***

The Single Outcome Agreement (SOA) is a three year agreement between the partners that make up the Argyll and Bute Community Planning Partnership and the Scottish Government.

Argyll and Bute's SOA has been agreed by all members of the Community Planning Partnership (CPP). This includes elected members, public and private sector organisations and community and voluntary organisations.

The SOA binds partners in a joint agreement to deliver services collectively in the best interests of and in partnership with the communities and individuals in Argyll and Bute.

The Annual SOA report to the Scottish Government sets out how Argyll and Bute CPP has contributed towards the fulfilment of the Government Purpose and the National Outcomes.

This report presents performance information on progress towards the 15 National Outcomes and this is illustrated by a green/red status. The overall performance for each outcome is arrived at by a simple roll-up of success measures. Tolerances set are as follows:

All green = overall green  
Majority green = overall amber  
Majority red = overall red

- 6 outcomes are green where overall performance has improved from the 2009/10 level
- 6 outcomes are amber where overall performance remains on track against the targets set
- 2 outcomes are red where overall performance has deteriorated from 2009/10 or not met the targets set
- 1 outcome (National Outcome 13) for which Argyll and Bute CPP has decided to have no success measures
  
- Of the 72 measures that are in the SOA:
  - 59 or 81.9% are green and have improved from the previous year or are exceeding the targets that have been set.
  - 12 or 18.1% have seen performance fall or have not met the targets that have been set

The report covers factual content on the progress against the national outcomes and details the success measures that have been identified for each outcome. The report also contains narrative information relating to support the performance information for the success measures identified. The report is based on the performance on the available data for the financial year 2010/11.

There is continuing progress being made in developing, strengthening and improving the Community Planning Partnership.

## **Monitoring progress of the SOA**

The basis for monitoring and reporting progress is undertaken through the use of simple scorecards. These scorecards are populated with data from all partners on a regular basis and are examined and discussed quarterly by the appropriate CPP group. Partners are also able to provide a commentary to accompany their data.

Scorecards have been developed and are used actively by the CPP Management Committee and the Thematic Groups.

Scrutiny of SOA performance is undertaken by the CPP Management Committee. Exception and highlight reports are regularly considered by the Management Committee as part of this performance scrutiny process. There remains an issue over the timelag in the collection and publication of some data although this will be addressed by partners as a review of the SOA is undertaken.

## **Successes in 2010/11**

The partnership has achieved a number of successes in 2010/11. These related particularly to economic development where there has been a real focus on renewable energy and business support, where we have exceeded targets. In an area that faces the geographic and economic challenges that we do, this is an extremely important target activity.

We have worked closely to identify areas for improved engagement with our citizens and have undertaken a self assessment of the partnership in preparation for the new and refreshed Community Plan/Single Outcome Agreement that will be adopted in 2012.

## ***Effective Engagement with citizens***

### ***Budget Consultation***

In 2010/11, Argyll and Bute Council, for the first time, undertook a public consultation on proposals for its budget. The process canvassed the views of a wide range of service users in Argyll and Bute and these were considered as part of the Council's budget setting.

The consultation started in August 2010 with the publication of the 'Difficult Choices for Difficult Times' document. Consultation events and activities took place to promote the consultation and to encourage participation across Argyll and Bute. The consultation was led by the Council and received support from Community Planning Partners. A variety of consultation methods were used to encourage responses from a range of people and groups who may be affected by changes to services. These methods included paper and web based questionnaires, press briefings, public meetings, community planning meetings, employees meetings, third sector partnership meetings, advertorials in the local press and the Citizens' Panel.

The consultation set out the financial challenges faced by the Council and other partners as a result of the reduction in overall public sector finance. This was set out in very clear terms so that communities understood the need for budget cuts to take place.

The consultation also focussed on proposals for specific services as part of the programme of service reviews undertaken by Argyll and Bute Council. As well as the aforementioned methods for consultation, focus groups were also held on 6 of the service review areas in July 2010 and responses were fed directly into the service review options preparations process.

Copies of the budget consultation document called "Difficult Choices for Difficult Times" were distributed to council offices and libraries, and community councils with recipients invited to respond.

The document was also made available online on the Council's website, along with an on-line survey form allowing people to submit their suggestions electronically. All responses were anonymous with 146 responses received to the online element of this consultation.

Budget consultation sessions were held at each of the four local area community planning groups in July and August to discuss the budget and obtain feedback from community representatives. A presentation was also made to the Community Planning Partnership Management Committee.

Four 'Forward Together' events were also carried out in local areas focusing on the budget consultation. These events included community planning partners, members of the public and wider groups of community representatives including youth representation. The meetings were publicised on the local Argyll Communities website, in the local media and on the council's website. Representatives from community groups were specifically invited to represent their sectors and to cascade the invitation. The events focussed on informing attendees of the budget challenge faced by both the council and by other partners and on obtaining feedback from attendees.

In total:

65 people attended focus groups to comment on service review proposals

246 people attended consultation meetings

273 responses were submitted by email and via the website

434 individual comments were generated from written, emailed, web-based and from meetings. Some respondents commented on more than one issue.

935 (74.8%) members of the Citizens' Panel responded.

### ***New vision and values***

The Argyll and Bute Community Planning Management Committee reviewed their vision and values over the course of 2010/11. This was unanimously agreed in consultation with all partners.

The proposed new vision 'Realising Our Potential Together' was presented to the Local Area Community Planning Groups and wider focus groups across Council services.

This new vision underpins all that we are trying to achieve and all that we should encourage everyone to achieve. This vision translates into all areas of partnership working and can be easily applied to everything we do to ensure that we deliver best value services to all our stakeholders.

### ***Community Safety***

With Argyll and Bute experiencing a high incidence of Road Traffic Collisions and casualties, the partnership continues to support the Drivesafe initiative, encouraging better driving and raising awareness of the risks of road travel in the area. Strathclyde Fire and Rescue (SFR) carries out a 'real time crash scenario' event that is tailored to the circumstances of a rural community and provides a learning opportunity for young people in schools who are about to become young drivers or passengers of young drivers.

SFR carry out Home Safety Visits within homes across Argyll and Bute. These visits are a free service and allow firefighters to carry out a safety survey, provide advice, seek views on the service and install smoke detectors if required. This has seen a reduction in the severity of fires across the area.

SFR also attend gala days and fetes across the area in order to engage with the public on matters of home, road and water safety in addition to attending schools on an education programme aimed at reducing the incidences of anti social behaviour fires.

## **Targeting of activity in the light of local circumstances**

### ***Business Gateway***

The Argyll and Bute Business Gateway service continued progress significantly in 2010/11 by exceeding their target of business start-ups supported. Actual performance was 159 business start-ups supported against a target of 135. This was an increase on the previous year of 133 business start-ups supported.

In addition to support to new businesses, 374 existing businesses were supported against a target of 225. The level of support ranged from attendance at workshops to approaching the Business Gateway service for advice. Existing businesses supported included those in the key sectors of renewable energy, tourism, food and drink and forestry.

The Competitive Business Growth Programme Business Networking event took place in Oban in February 2011 and this received very positive feedback from businesses that were able to attend the event. Attendees were quoted as saying: "I thought the networking event was both informative and inspirational and it was a great opportunity to talk to business people from many different sectors – all of whom share a common goal – to be successful and prosperous in Argyll and contribute to the local economy."

Before the Business Gateway service was established, there had been a heavy reliance on the public sector to deliver in the key sectors and in identified areas as well a high number of very small business operating in similar markets.

The Business Gateway team are able to assist with setting up new businesses and continue to provide knowledge, advice and expertise to existing businesses so that they can continue to operate sustainably and prosper.

### ***Town Centre Regeneration***

Argyll and Bute Council is progressing well with its ambitious £30 million programme of regeneration in the five towns of Campbeltown, Helensburgh, Oban, Rothesay and Dunoon (CHORD).

The CHORD programme was identified through a detailed needs analysis by the Argyll and Bute Local Plan. The analysis identified that there should be a focus on assisting economic regeneration of waterfront towns in Argyll and Bute to promote economic development.

Projects currently being implemented include the Townscape Heritage Initiative's (THI) in Campbeltown and Rothesay and the Kinloch Road Regeneration project in Campbeltown. Plans to revitalise Helensburgh's town centre and esplanade should begin in early 2012.

Works continue to secure capital funding for Rothesay Pavilion and continue to develop the business cases for the remaining projects within the programme, such as Dunoon and Oban.

Partnership and community involvement has been critical to ensuring progress so far on this Council led programme.

### ***Renewable Energy Hub***

The development of the renewable energy hub in Kintyre has been enabled by the investment of £12.7m for infrastructure improvements to facilitate the movement of goods in a sustainable way (road and harbour improvements). A successful ERDF application resulted in the approval of £3.95m for the Kintyre Renewables Hub.

The Kintyre Renewables project will support the development of Campbeltown and Machrihanish as a centre of the renewable energy industry in Scotland in terms of manufacturing, maintenance, installation and research and development. It will create a national "hub" for the renewable energy industry based on the west coast of Scotland creating significant employment opportunities and will promote sustainable economic development at the local, Argyll and Bute and Scottish levels.

Campbeltown/Machrihanish was one of the eleven first phase key sites identified in the National Renewables Infrastructure Plan where a focus is required in the immediate future as part of an approach to ensure Scotland can offer a range of key locations for the offshore wind and marine renewables industry.



This is an important development for the south Kintyre area, as Campbeltown is identified as having areas that are among the most deprived in Scotland for income and employment and is a focus area for Highlands and Islands Enterprise in its 2011-14 operating plan to address employment deficit.

Argyll and Bute remains at the heart of renewable energy development in Scotland by taking full advantage of our unique and significant mix of indigenous renewable resources and maximising the opportunities for sustainable economic growth for the benefit of its communities.

### ***Marine Science Park***

Similarly recognised is the economic potential and prime location of The Scottish Association of Marine Science (SAMS) facility at Dunstaffnage. Work has begun to develop the marine science sector through the creation of a Science Park which will support the creation of high value employment opportunities for new and existing businesses. Partnership working to enable this opportunity to be realised has been critical and enables the people of Argyll and Bute to benefit from the unique proximity of internationally recognised marine resources to internationally recognised research and development.

### ***Tourism***

Argyll and Bute Council is a key partner in the Argyll and the Isles Strategic Tourism Partnership. The partnership is a 'tourism industry' private sector led organisation. A Tourism Summit was held in Oban in March 2011 which attracted more than 120 representatives of the tourism industry. The event facilitated further collaboration between businesses in the tourism industry and the public sector and collated feedback on the work of the Strategic Tourism Partnership.

This partnership provides the mechanism for local and national partners to stimulate tourism investment, in order to move the tourism industry up the value chain, extend the season and improve profile and opportunities.

## **Contribution to Government's Purpose, National Outcomes and joint national priorities**

Argyll and Bute CPP remain committed to the Government's overall purpose "to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth" and to the national outcomes which underpin this purpose.

Within Argyll and Bute, we have made significant progress towards the achievement of the national outcomes. Effective partnership working, prioritisation of development activity and engagement at all levels has been critical to the success of this achievement.

With the Government's purpose firmly on economic growth, there has been considerable progress made in Argyll and Bute through the successful implementation of the Business Gateway service, renewable energy and the expansion of the marine science facility near Oban.

Overall we have made progress against the national outcomes to ensure that the economic opportunities are maximised in Argyll and Bute. There continues to be good attainment levels for our young people whilst continuing to encourage our young learners of the contribution they can make to deliver an environment in which Argyll and Bute continues to strive despite difficult and challenging economic times.

### ***Economic Development Action Plan***

In order to focus the Council's scarce resources on the economic development activities that will have the greatest beneficial impact, Argyll and Bute Council developed an Economic Development Action Plan (EDAP) which clearly articulates the Council's corporate priorities for developing the Argyll and Bute economy, thereby facilitating focus, effective resource planning and partnership working at the local, national and European level. This complements the work being carried out by Enterprise partners, skills development and the business sector and is further developed through the Economy Thematic Group.

The EDAP provides a framework for economic growth centred around the three themes of Competitive Argyll and Bute, Connected Argyll and Bute and Collaborative Argyll and Bute.

### ***Renewable Energy Action Plan (REAP)***

The development of the Renewable Energy Action Plan (REAP) is a key action in the Argyll and Bute Community Plan. It was recognised that in Argyll and Bute we have an abundant natural renewable resource and a track record of pioneering and delivering

renewable energy projects, as such we are well placed to invest in this opportunity. The sector has the potential to fundamentally and positively transform the economy and communities of Argyll and Bute, as well as significantly contribute to the delivery of Scottish Government targets and ambitions for renewable energy.

In order to achieve this there was a need for coordinated partner action. Argyll and Bute Council and Highlands and Islands Enterprise were identified as lead partners to take forward development of the REAP in close consultation with national and local partners, to provide a coordinated framework for action to assist in realising the vision for the development of renewables in Argyll and Bute.

The REAP, endorsed by the CPP Management Committee 16<sup>th</sup> June 2010, provides a strategic vision and sets out the priorities and key actions which will be taken forward by close partnership working with local, national and European partners, to capitalise on the significant opportunities presented by the development of this industry. Our collective vision, as defined by the REAP, is:

*“Argyll and Bute will be at the heart of renewable energy development in Scotland by taking full advantage of its unique and significant mix of indigenous renewable resources and maximising the opportunities for sustainable economic growth for the benefits of its communities and Scotland.”*

This approach clearly articulates local partner’s assessment of needs, opportunities and priorities and their intentions regarding Argyll and Bute’s key strengths, role and ambitions for the growth of this sector, in order to address both local and national priorities.

There has been ongoing delivery of the REAP with key local and national partners, further assisted by the establishment of the Argyll and Bute Renewables Alliance (ABRA). The REAP is currently undergoing an annual review, led by partners Argyll and Bute Council and Highlands and Islands Enterprise, with input from key local and national partners, as well as ABRA, to produce a plan which is focused on collective outcomes. The CPP will be pivotal to endorsing and overseeing the review and ongoing implementation of the REAP.

### ***Argyll and Bute Renewables Alliance (ABRA)***

One of the key actions identified within the REAP to facilitate the coordinated approach to renewable development in Argyll and Bute was the establishment of the Argyll and Bute Renewables Alliance (ABRA).

ABRA brings together key partners from relevant public and private sector agencies, developers and stakeholders under the auspices of Community Planning, including: Argyll and Bute Council, Highlands and Islands Enterprise, Marine Scotland, Scottish Government, Scottish Power Renewables, Scottish and Southern Energy, The Crown Estate Commission, Scottish Natural Heritage, and Skills Development Scotland.

ABRA provides a strategic overview of renewable development in Argyll and Bute, and through close partnership working aims to identify the barriers to realising our collective vision as defined by the REAP, and develop options to maximise the opportunities presented by this industry for local communities, Argyll and Bute and Scotland.

It was recognised that the alliance has shown significant progress in a short period of time, through an outcome driven approach. The actions arising from the meetings to date will see partners work more closely to secure alignment of partner plans, objectives and future investment.

Through this coherent and holistic approach the alliance will ensure a common understanding of the changing needs, challenges and priorities of this growing and evolving industry - for example, through close partnership working ABRA informed the inclusion of Argyll and Bute ports, as manufacturing and support sites, in the 'National Renewables Infrastructure Plan – West Coast Cluster 2011', to support the development of the offshore wind and marine renewables industry.

The alliance will target activity and align partner resources in light of both strategic and local circumstances, ultimately to ensure sustainability of communities and realise mutual advantage, by identifying options for effective partnership working to address local and national priorities, assisting Scotland to achieve its renewable energy targets and the industry to become a driver of Scotland's economic success.

### ***Tiree Onshore Scenario Mapping Study***

Argyll and Bute Council is working in partnership with Marine Scotland, Scottish Government, Highlands and Islands Enterprise, Tiree Community Development Trust, The Crown Estate, Caledonian Maritime Assets Ltd, Scottish Natural Heritage, National Health Service and Scottish Power Renewables to examine the onshore implications associated with the proposed Argyll Array offshore windfarm, for the community of Tiree. Central to the study is community and stakeholder engagement and consultation.

Following a tendering exercise environmental consultants Ironside Farrar were appointed to take forward the study in June 2010. The project will consider the potential onshore implications arising from four scenarios identified by the developer, Scottish Power Renewables, for operations and maintenance activity, throughout the development of the proposed offshore windfarm, seeking to optimise the socioeconomic benefit to the island and mitigate any potential negative consequences of each scenario.

The project is being developed in an inclusive manner involving the community of Tiree, the developer and relevant public bodies who are involved in land use and marine planning and development, or who provide services such as health and education, with consultation

planned throughout the duration of the study. The main aim of the study will be to secure a sustainable vision for the future and provide a strategic decision-making tool, based on socio-economic and environmental appraisals.

In order to ensure as wide participation in and awareness of the study as possible a dedicated webpage has been established on Argyll and Bute Councils website, which provides access to the minutes of all Steering Group meetings, consultation event Information, including exhibition boards presented on the day, and comment forms. As such communities and stakeholders who are unable to attend consultation events or wish to comment further have the opportunity to do so.

### ***Effective partnership working at the local level***

The Argyll and Bute Community Planning Partnership structure comprises of Thematic Groups that deal with the key themes of Economy, Environment, Social Affairs and the Third Sector and Communities.

In addition to the Thematic Groups, there are Local Area Community Planning Groups that enable and co-ordinate local involvement in Community Planning. This way of working has been proactive in enabling the community and third sector to participate, which in turn has allowed a real local flavour to emerge. The Third Sector Partnership, on behalf, of the sector, has a role on strategic groups and has developed stronger working links with the public sector through Community Planning.

The Council evidences effective engagement with citizens through the facilitation of various groups and organisations at different levels ranging from the strategic CPP and the Local Area Community Planning Groups (LACPGs) to the localised and single issue community and working groups of various types, such as community councils, transport and Community safety forums.

The local community safety forums (which are multi agency groups incorporating concerned and or affected by citizens and groups) work with the council and its partner agencies to minimise the risks faced by the public. Each administrative area has a forum and while the work undertaken by each group has some commonality, it is tailored to specific local circumstances.

Strathclyde Fire and Rescue works in partnership with the Scottish Ambulance Service to provide much needed assistance on remote islands. The provision of landing lights ensure that air assets have the ability to land on most occasions to ensure the Ambulance Service can evaluate casualties to critical care facilities.

Strathclyde Fire and Rescue also work with Strathclyde Police to provide facilities for police officers during office hours within a local community Fire Station. This ensures that all partners are able to make the best of the resources throughout Argyll and Bute. Regular meetings to discuss how best to use assets and facilities is fundamental to ensuring the partnership remains current.

### ***The Third Sector***

Argyll and Bute Third Sector Partnership is a partnership between the infrastructure support organisations of ABSEN (Argyll and Bute Social Enterprise Network), Argyll Voluntary Action and Islay and Jura CVS. The Partnership operates the third sector fora across 7 areas of Argyll and Bute and is involved in, amongst other initiatives, the Mental Health Improvement and Promotion Plan and the Reshaping Care for Older People plans.

Working in partnership with local schools, the third sector interface is supported by our public sector colleagues to promote and encourage volunteering to young people in Argyll and Bute, resulting in many achieving additional skills as well as learning about citizenship and responsibility for themselves, their environment and for others. Over the last year, over 500 young people have engaged in this way.

The third sector also works with partners to assist and widen engagement with the community, successfully leveraging in external funding to progress community engagement and making results available for our public sector and other partners. Helping to inform service planning and delivery, the sector through Argyll Voluntary Action, last year reached nearly 900 people within the 'hard to reach' groups and was able to ensure views and concerns were fed back appropriately through the community planning mechanisms.





An exciting initiative has been work carried out with the Carnegie Trust to work with the third sector to identify good practice in alternative ways of delivering services with the third sector. Initial work is underway which will be reflected in future actions.

### Summary Table of Progress on Outcomes 2010/11

		<b>Status</b>
1.	We live in a Scotland that is the most attractive place for doing business in Europe.	● Amber
2.	We realise our full economic potential with more and better employment opportunities for our people.	● Amber
3.	We are better educated, more skilled and more successful, renowned for our research and innovation.	● Green
4.	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	● Amber
5.	Our children have the best start in life and are ready to succeed.	● Amber
6.	We live longer, healthier lives.	● Green
7.	We have tackled the significant inequalities in Scottish society.	● Green
8.	We have improved the life chances for children, young people and families at risk.	● Red
9.	We live our lives safe from crime, disorder and danger.	● Green
10.	We live in well-designed, sustainable places where we are able to access the amenities and services we need.	● Red
11.	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	● Green
12.	We value and enjoy our built and natural environment and protect it and enhance it for future generations.	● Green
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.	● Amber
15.	Our public services are high quality, continually improving, efficient and responsive to local people's needs.	● Amber

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






### Key success measures




Ref	Lead Organisation	Success measures	Commentary	Status
HIE1a	Highlands and Islands Enterprise	New growth plans developed with account managed businesses.	The number of new growth plans developed with account managed businesses in 2010/11 was 24 which met the annual target set.	 Green
HIE1b	Highlands and Islands Enterprise	Total of account managed businesses	Total number of account managed businesses in 2010/11 achieved the target of 60.	 Green
NP02	Scottish Government	Business start up rate	Business start up rate in 2009 was 32/10,000 adults. This was less than 36/10,000 adults achieved in 2008 and also the national average for 2009. At a national level, there was also a decline in the business start up rate. The reforms to Scottish Enterprise and Highlands and Islands Enterprise, the transfer of the Business Gateway contracts in the Scottish Enterprise area to Local Authorities and the extension of the Business Gateway service to Highlands and Islands Enterprise area will support and stimulate business creation, competitiveness, innovation and growth across Scotland.	 Red
LPI09	Visit Scotland	Annual visitor numbers to Tourist Information Centres	The monthly number of visitors to Tourist Information Centres was above target as at end of March 2010/11.	 Green



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



**Key success measures**

Ref	Lead Organisation	Success measures	Commentary	Status
LPI06	Argyll and Bute Council	Percentage of planning applications dealt with in 2 months	FQ4 2010/11 performance of 72.1% exceeded the set target and is amongst the best performance recorded by Argyll and Bute Council in recent years.	 Green
ABC01b	Argyll and Bute Council	Clear objectives for renewables development	The Strategy has been superseded by the Renewable Energy Action Plan which was approved by the Community Planning Partnership (CPP) in August 2010.  Notable successes include the CPP Renewables Seminar, the launch of Argyll and Bute Renewables Alliance and the 'Renewable Interactive Mapping System which has now been created.	 Green
		Developers signed up to the renewable concordat	Scottish Power and Scottish and Southern Energy have both signed up to the Argyll and Bute Strategic Concordat. Separate negotiations have taken place on other windfarms in relation to community benefits. All operating windfarms in Argyll and Bute have community windfarm trust funds associated with each of them.	 Green
ABC06b	Argyll and Bute Council	Progress to release land around Helensburgh and Cardross for development	The Shandon, Helensburgh and Cardross Green Belt Review was completed in FQ3 10/11.	 Green
HIE2	Highlands and Islands Enterprise	Number of account managed social enterprises	20 account managed social enterprises were supported through growth plans in 2010/11 against a target of 16.	 Green

LPI04	Scottish Government	'Young' age cohorts as proportion of population	<p>The % of the population in the 0 - 15 age group was stable at 16% in 2010.</p> <p>Although the population of the 16 – 24 age group in Argyll and Bute has fallen to 9188 in 2010 compared with 9296 in 2009, 10% of the total population are in the 16 – 24 age group which is stable compared with 2009.</p>	 Green
LPI05	Scottish Government	Increased levels of net in-migration	There continues to be a trend of outward migration from Argyll and Bute as the population estimates has fallen to 89,200 in 2010 compared with 90,040 in 2009.	 Red
ABC09a	Argyll and Bute Council	Business start ups supported	For 2010/11, 159 businesses were supported to start-up exceeding the target of 135 by 18%. This is an increase of 19 percentage points on last year's (2009/10) figure of 133 business start-ups supported.	 Green
		% supported businesses still operating after 2 years	This data will become available once the Business Gateway service has been operating for over two years - i.e. late in 2011	










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









**Key success measures**










Ref	Lead Organisation	Success measures	Commentary	Status
NP07	Scottish Government	School leavers in positive destinations	87.8% of school leavers in Argyll and Bute were in positive destinations in 2009/10 indicating an increase from 87.4% in 2008/09.	 Green
AC1	Argyll College	FE activity increases to match the Scottish average	Scottish Funding Council will provide Argyll College with the last tranche of funded activity in 2011-12 which will bring the college's activity level to close to 9,000 SUMs, almost double what it was 4 years ago.	 Green

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

**Key success measures**





Ref	Lead Organisation	Success measures	Commentary	Status
ABC04f	Argyll and Bute Council	Pupils engaged in Skills for Work	606 courses offered for skills for work were taken up marking a significant increase from the previous year when only 471 were taken up.	 Green
ABC04a	Argyll and Bute Council	Curriculum for Excellence implemented	<b>Overall performance for Curriculum for Excellence</b>	 Green
			100% of pupils experienced different teachers in 2010/11	 Green
			76% of schools devoting at least 25% of curricular time on interdisciplinary learning by the end of Level 4 against a target of 75%.	 Green
			93% of schools meeting their target to reduce the number of teachers in contact with S1-S3 pupils against a target of 85%.	 Green
			32% of schools where all teachers are providing appropriate personal support to pupils against a target of 30%.	 Green
			99% of schools had a statement of opportunities for personal achievement highlighting a stable level of performance from the previous year.	 Green
			100% of schools providing vocationally orientated curricular experiences against a target of 100%.	 Green
			96% of schools with a pupil council against a target of 95%.	 Green

ABC04d	Argyll and Bute Council	Increase attainment in age 5-14 age range	<b>Overall performance for Primary attainment</b>	 Green
			Attainment level for Maths at 87% remains above the target of 82%.	 Green
			Attainment level for writing was 87% against a target of 77%.	 Green
			Attainment for reading remains stable at 87% and remains above the target of 84%.	 Green
			<b>Overall performance for Secondary attainment</b>	 Red
			Attainment performance for Maths increased from 64% to 67% against a target of 65% in 2009/10.	 Green
			The attainment level for reading fell from 79% to 76% and is below the target of 79%.	 Red
			The attainment level for writing fell from 58% to 55% and is currently below the target of 58%.	 Red

		Attainment levels in national qualifications	<b>Overall performance in national qualifications</b>	 Green
			15% of S6 students attaining 1 or more subjects at level 7 or better against the authority target of 14% and the national average of 12%	 Green
			34% of S6 students attaining 3 or more subjects at level 6 or better against the authority target of 32% and the national average of 33%.	 Green
			9% of S5 students attaining 5 or more subjects at level 6 or better which indicates a stable level of performance.	 Green
			22% of S6 students attaining 5 or more subjects at level 6 or better which was the same as both the authority target and the national average although performance.	 Green
			96% of S6 students attaining English and Maths at level 3 or better against the authority target of 95%.	 Green
			34% of S5 students attaining 3 or more subjects at Level 6 against a exceeding both the target (32%) and the national average (33%).	 Green
			84% of S4 students attaining or more subjects at Level 4 or better against a authority target of 82% and the national average of 73% and performance had improved on the 80.6% achieved in 08/09.	 Green
			39% of S4 students attaining 5 or more subjects at level 5 or better against the authority target of 37% and the national average of 33% and performance had improved on the 35.4% achieved in 08/09.	 Green





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

### Key success measures

Ref	Lead Organisation	Success measures	Commentary	Status
ABC04b	Argyll and Bute Council	Number of children accessing the Early Years service	The take up of pre-school provision achieved the target of 100%.	 Green
ABC04h	Argyll and Bute Council	Uptake of school meals	The uptake of free school meals on survey day decreased to 79% in 2010/11 compared with 85% achieved in 2009/10.	 Red
NHS-H3	Argyll & Bute CHP	Child healthy weight intervention programme	Total figure equates to 10 Full X programmes against trajectory of 27 (37%) and 225 mini X against trajectory of 125 (180%). Target for the end of 2010/11 was 165.	 Green
NP11	Scottish Government	Dental disease in children	In 2009/10, 68.3% of P1 children were decay free within the Argyll and Bute Community Health Partnership. This was higher than NHS Highland (63.7%).	 Green







National Outcome 6 – We live longer, healthier lives.				
Key success measures				
Ref	Lead Organisation	Success measures	Commentary	Status
ABC05c	Argyll and Bute Council	Waiting list for home care adults	1 person was awaiting Free Personal Care, within their home as part of a Community Care package in Argyll and Bute in March 2011. This was an improvement on the 8 people who were waiting in March 2010.	● Green
ABC05d	Argyll and Bute Council	Waiting list for residential care adults	6 people were awaiting a Care Home Placement in March 2011 against a target of no more than 10 people.	● Green
ABC05b	Argyll and Bute Council	Increase the % of older people receiving services cared for in care home	The overall percentage of people receiving care in the community in March 2011 was 65% against a figure of 64% in March 2010.	● Green
		Decrease the % of older people receiving services cared for with intensive home care	The percentage of people in institutional care in March 2011 was 35% showing improved performance against 36% in March 2010.	● Green
NHS-H4	Argyll & Bute CHP	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.	Trajectory for February = 3635 against a target of 3691 by end of 2010/11	● Green
NHS-STANDARD	Argyll & Bute CHP	Diagnostic tests: 6 weeks	Argyll and Bute CHP achieved their target of having no patients waiting over 4 weeks at March 2011.	● Green
NHS-H7	Argyll & Bute CHP	Proportion of new born children breastfed	The level of performance is stable for this indicator. Argyll and Bute CHP is consistently achieving 29% or higher.	● Green



NHS-T12	Argyll & Bute CHP	Reduce emergency inpatient bed days for aged 65+ to 3,238 per 1,000 population by Mar 2011	The figure at the end of FQ3 was 3,099 against a target of 3,238/1,000 population by Mar 2011.	 Green
NHS-T4	Argyll & Bute CHP	Reduce number of psychiatric readmissions	The performance for FQ2 09/10 was 54 against a target of 68 readmissions by December 2009	 Green
NHS-T6	Argyll & Bute CHP	Reduce hospital admissions rates (for Chronic Obstructive Pulmonary Disease, Asthma, Diabetes, Coronary Heart Disease)	The readmission rate for FQ3 10/11 was 7,481/100,000 population against a target of 9,130/100,000. Data for FQ4 10/11 still unavailable.	 Green
NHS-T9	Argyll & Bute CHP	Improve management of dementia patients	Figures in 2010/11 shows a favourable level of performance in the early diagnosis and management of dementia patients. In March 2011, 722 per 100,000 people had been diagnosed early which was a significant increase from 577 per 100,000 in 2009/10.	 Green


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


### Key success measures

Ref	Lead Organisation	Success measures	Commentary	Status
ABC05a	Argyll and Bute Council	Community based support for children affected by disability	In March 2011 86% of children with a disability receive community based support against a target of 80%.	 Green
	Argyll and Bute Council	Proportion of looked after and accommodated children in a residential setting	In March 2011, 24% of Looked After Accommodated Children were in a residential placement against a target of no more than 27%.	 Green
ABC05b	Argyll and Bute Council	Resource centre placement for learning disability clients. ( Resource Centre only)	4% of Learning Disability service users attend resource centres against a target of no more than 10% for March 2011.	 Green
ABC06a	Argyll and Bute Council	Completions on shared equity and social rented houses	A total of 182 completions were achieved in 2010/11 against a target of 75.	 Green
		Proportion of homeless households assessed in priority need	Performance for FQ4 2010/11 was recorded at 91% which exceeded the target set of 80%.	 Green
		Repeat homelessness within 12 months of case being completed	The figure for FQ4 2010/11 was 2% which remains well within the target of no more than 3.5%	 Green

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






**Key success measures**



Ref	Lead Organisation	Success measures	Commentary	Status
ABC04c	Argyll and Bute Council	Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 (any subject)	<p>After very high performance levels of 95.7% in 2008/2009, academic attainment declined to 57.9% in 2009/10. The underlying attainment levels are:</p> <p>Looked After Away From Home ('accommodated') = 71.4% (down from 75% in 2009/10)</p> <p>Looked After At Home = 50% (down from 100% in 2009/10).</p> <p>This indicator is no longer collected at a national level. Within Argyll and Bute the small numbers of children in this grouping means that the data is subject to significant fluctuation and meaningful trend analysis is difficult to achieve.</p>	 Red

		<p>Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 in English AND Maths</p>	<p>After high levels of performance of 73.9% in 2008/2009, academic attainment fell to 36.8% in 2009/10. The underlying attainment levels are:</p> <p>Looked After Away From Home ('accommodated') = 57% (down from 75% in 2009/10)  Looked After At Home = 25% (down from 74% in 2009/10)</p> <p>This indicator is no longer collected at a national level. Within Argyll and Bute the small numbers of children in this grouping means that the data is subject to significant fluctuation and meaningful trend analysis is difficult to achieve.</p>	<p> Red</p>
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## National Outcome 9 – We live our lives safe from crime, disorder and danger.




### Key success measures




Ref	Lead Organisation	Success measures	Commentary	Status
LTS01	Strathclyde Police provides data to Argyll and Bute Council	Road accidents: fatal and serious injuries	There were 12 fatal and serious injuries on Argyll and Bute roads in FQ4 10/11 and although this was an increase on FQ3 10/11 it was fewer than the 16 recorded in FQ4 09/10.	 Green
LTS02	Strathclyde Police provides data to Argyll and Bute Council	Road accidents: slight injury casualties	The number of slight injury casualties decreased significantly to 193 in 2010 compared with 308 in 2009.	 Green
LTS03	Strathclyde Police provides data to Argyll and Bute Council	Road accidents: child killed or seriously injured	There was 1 child killed or seriously injured in 2010 against 5 in 2009 and also the target figure of 8.	 Green
SP1a	Strathclyde Police	Violent crime: Crimes of Violence (Group 1)	The number of crimes per violence per 10,000 population has decreased to 12/10,000 population which is below the 4 year rolling average of 13/10,000 population.	 Green
SP2a	Strathclyde Police	Substance misuse: Anti-social offences (Consumption of alcohol in public and Urinating in Public)	The number of anti social offences recorded remains was 72/10,000 population in 2010/11 which is significantly higher than both the target and the baseline figure.	 Green

SP2b	Strathclyde Police	Substance misuse: Number of persons detected for drug supply crimes	Although there has been a decrease in the rate of detections of drug supply, 62/10,000 population in 2010/11 compared to 66/10,000 population in 2009/10, performance remains above both the target of 60/10,000 population and the baseline of 50/10,000 population.	 Green
NP23	Scottish Government	Reduce overall reconviction rates by 2 percentage points by 2011	<p>Of all individuals convicted in 2006/07, 42% were reconvicted within a period of 2 years which was an increase in the previous year but below the target set (43%) and also the national average (44%).</p> <p>Publications are released on an annual basis and cover the period 3 years previously to the year of publication.</p>	 Green

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



**Key success measures**



Ref	Lead Organisation	Success measures	Commentary	Status
LPI01	Argyll and Bute Council receives data as per Scottish Roads Maintenance Condition Survey (SRMCS)	Network road condition indicator (excludes trunk roads)	The % of the roads network that requires further investigation (18%) or should be considered for maintenance (38%) remains above the targets of 9% and 31% respectively.	 Red
LPI02	Scottish Government	Scottish Household Survey – maintain positive perceptions of neighbourhoods	Analysis for Argyll and Bute is only possible using our two year datasets with the latest available being the SHS 2007/2008 release. The SHS 2009/10 annual report is scheduled to be released in August 2011 and the SHS 2009/2010 Local Authority Tables are scheduled to be released at the same time. This indicator will be updated at that time.	 Green
ABC08	Argyll and Bute Council	Waterfront and town centre regeneration - progress on the key projects that comprise the CHORD programme	50% of Full Business Cases have now been approved achieving the target (50%) that was set.	 Green

NP27	Scottish Government	House building rate	217 new house builds in Argyll and Bute for 2009/10 which is significantly lower than 2008/09. However this was a trend for the majority of local authorities in the current difficult financial climate and the significant reductions in Scottish Government grant assistance for affordable housing development.	 Red
AC2	Argyll College	Increased provision of HE activity	Due to restrictions on UHI's ability to grow, Argyll College will not get any increase in HE activity in the foreseeable future.	 Red
AC3	Argyll College	Argyll College achieves fundable body status with Scottish Funding Council	Argyll College have reached agreement on being relieved of the management charge paid to North Highland College and we are also now fully recognised as a college by Scotland's Colleges but will not receive fundable body status With Scottish Funding Council.	 Red







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

Key success measures				
Ref	Lead Organisation	Success measures	Commentary	Status
NP28	Scottish Government	Increase the percentage of adults who rate their neighbourhood as a good place to live	<p>97% of the population of Argyll and Bute rated their neighbourhood as a good place to live in compared with a national figure of 82%.</p> <p>Analysis for Argyll and Bute is only possible using our two year datasets with the latest available being the SHS 2007/2008 release. The SHS 2009/10 annual report is scheduled to be released in August 2011 and the SHS 2009/2010 Local Authority Tables are scheduled to be released at the same time. This indicator will be updated at that time.</p>	 Green
NP29	Scottish Government	Decrease the estimated number of problem drug users in Scotland by 2011	<p>The number of problem drug users in Argyll and Bute has decreased to 548 in 2006 compared with 579 in 2005.</p> <p>The data for this national indicator is taken from the national prevalence study which is conducted every 3 years - therefore this figure is not available on an annual basis. The 2006 figure is therefore reported in the study which was completed in 2009.</p>	 Green

NP17	Scottish Government	Reduce the percentage of the adult population who smoke to 22% of adults by 2010	<p>20.9% of adults smoke against a national average of 25.2%. the target is for 22% of the adult population to smoke by the end of 2010.</p> <p>Analysis for Argyll and Bute is only possible using our two year datasets with the latest available being the SHS 2007/2008 release. The SHS 2009/10 annual report is scheduled to be released in August 2011 and the SHS 2009/2010 Local Authority Tables are scheduled to be released at the same time</p>	 Green
NP18	Scottish Government	Reduce alcohol related hospital admissions by 2011	The number of alcohol related hospital admissions decreased in 2009/10 to 847 compared with 877 in 2009/10.	 Green

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

**Key success measures**

Ref	Lead Organisation	Success measures	Commentary	Status
SEARS2a	SEARS	Trial reintroduction of beavers to Knapdale	The reintroduction of beavers to Argyll and Bute remains an ongoing project that has successfully delivered its milestones..	 Green
SEARS4	SEARS	Publication of River Basin Management Plan	The date for 2008 highlighted that performance at Argyll and Bute level at 73% was above target set of 65%.	 Green
NP33	Scottish Government	Increase to 95% the proportion of protected nature sites in favourable condition	A figure of 89.7% is an interim figure for 2010/11. This figure is still well above the national average of circa 80%. It is very difficult to reach the national target of 95% in an area like Argyll and Bute because of the large number of protected sites although progress towards the national target is continuing. Performance for 2010/11 is stable in comparison with 2009/10.	 Green
ABC03a	Argyll and Bute Council	Clear objectives for forestry development	The Forestry Strategy was approved by Argyll and Bute Council in April 2011.	 Green





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

**Key success measures**

There are no key success measures relating to this national outcome for 2010/11.

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






**Key success measures**

Ref	Lead Organisation	Success measures	Commentary	Status
ABC01a	Argyll and Bute Council	Council reduces CO2 emissions	Argyll and Bute Council has been working with The Carbon Trust as part of their Carbon Management Revisited programme. A key outcome arising from programme participation will be a revised Carbon Management Plan (CMP) dealing with new drivers, key actions, new project identification, data improvements by the end of 2011. The Carbon Management Plan has delivered 107 tonnes CO <sub>2</sub> per annum.	 Red
ABC02a	Argyll and Bute Council	Increased recycling rate for household waste	The % of waste recycled and composted in FQ4 2010/11 was 41.5% against a target of 40%. Performance for the previous 3 quarters in 2010/11 was also above the target of 40%.	 Green
		Reduced BMW <sup>1</sup> going to landfill	In FQ4 2010/11, 4,695 tonnes of Biodegradable Municipal Waste was sent to landfill against a target of no more than 6,140 tonnes.	 Green
LTS04 (ABC07b)	Argyll and Bute Council	Increase by 3% per annum passenger numbers on buses	The number of passengers in 2010 was 1,113,449 which remains above the target set of 1,062,120.	 Green

<sup>1</sup> Biodegradable municipal waste

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

Key success measures				
Ref	Lead Organisation	Success measures	Commentary	Status
NP43	Scottish Government	Improve people’s perceptions of the quality of public services delivered	Overall perception of public services remains above the targets set.	Green
			Analysis for Argyll and Bute is only possible using our two year datasets with the latest available being the SHS 2007/2008 release. The SHS 2009/10 annual report is scheduled to be released in August 2011 and the SHS 2009/2010 Local Authority Tables are scheduled to be released at the same time. This indicator will be updated at that time.	
			78 % of adults satisfied with local health services compared with the national average of 82% but has met the target for Argyll and Bute of 78%.	Green
			68% of adults satisfied with police compared with the national average of 60%.	Green
			68% of adults satisfied with fire services compared with the national average of 58%.	Green
			81% adults satisfied with refuse collection services compared with the national average of 78%.	Green
			64% of adults satisfied with local schools compared with the national average of 51%.	Green
			30% of adults satisfied with social work services compared with the national average of 24%.	Green

			57% of adults satisfied with public transport services compared with the national average of 62%.	 Green
			69% of adults satisfied with street cleaning services compared with the national average of 68%.	 Green
ABC12c	Argyll and Bute Council	Community engagement strategy implemented	Year 1 of Community Engagement strategy has been implemented.	 Green
NHS-H5	Argyll & Bute CHP	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	Staff educated and trained in using suicide assessment tools/prevention training has increased to 42% in March 2011 compared with 26% in March 2010.	 Green
NHS-H6	Argyll & Bute CHP	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	As a result of the smoking cessation services available, there has been an increase in the Community Health Partnership's smoking population successfully quitting. The cumulative figure for 2008/09 – 2010/11 was 1,229 compared with a target of 1,338 by the end of March 2011 therefore the target (8% of the smoking population) was not achieved.	 Red