

Argyll and Bute Community Planning Partnership

Single Outcome Agreement

2013-2023

**Overarching aim: Argyll and Bute's economic success is built on
a growing population**

**Delivery plan for Outcome 1:
The economy is diverse and thriving**

OUTCOME 1: The economy is diverse and thriving

Outcome Lead – Douglas Cowan HIE

Main areas of focus included within this outcome:

This outcome focuses on business growth, sustainability and start up. Tourism, marine science, renewables, digital economy and food and drink are the key sectors which will be developed through this outcome.

Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)
Highlands and Islands Enterprise (HIE)
Scottish Enterprise (SE)
Argyll College UHI (AC)
Skills Development Scotland (SDS)
Job Centre Plus (JC+)
Third Sector Partnership (TSP)

Equality outcome

Lead organisation

An increasing number of young people aged 16-24 move into suitable employment as a result of partner influence and involvement.

All

There is an increasing number of women in leadership roles in Argyll and Bute

ABC

As an employer HIE promotes inclusive working practices which recognise the diverse ways that working in dispersed locations affect employees, particularly in relation to the protected characteristics. This is evidenced through HIE's Equality Impact Assessments

HIE

SHORT TERM OUTCOME 1.1 To achieve business growth and additional employment opportunities.

Short term outcome lead - David Smart, HIE

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.1.1	Prepare a clear prioritised inward investment action plan to allow proactive targeting of inward investment nationally and internationally	HIE Head of Regional Development	Completion and implementation of action plan	Minimum of 3 key actions implemented	Oct 2014
1.1.2	Support an increase in international trade through more businesses trading internationally and businesses increasing international turnover		No of businesses exporting for the first time	4	March 2015
			Increase in international turnover through HIE support	£2.5M annual support	
1.1.3 Ref 3.2.3	Improve awareness of local sectoral, business and employment opportunities for young people through increased engagement by the business community with schools and FE / HE provision.	Employability Partnership Chair	Increase in employment opportunities supported by initiatives such as the 'Move into Work' recruitment agency	24	
1.1.4	Support Business Growth (including social enterprise) through HIE / SE account management and Business Gateway (BG)	HIE Head of Regional Development ABC Head of Economic Development	Growth in business turnover (HIE).	£6M annual	
			Jobs created/retained (HIE)	100 annual	
			Number of businesses taking up growth grant opportunity (BG)	26	
			New account managed businesses (HIE)	8 of which 3 from BG growth pipeline	
1.1.5	Review business support mechanisms in Argyll and Bute	ABC Head of Economic Development	Report prepared and implemented	Key actions implemented	

1.1.6	Expand the management and leadership capacity of private sector businesses in Argyll and Bute	HIE Head of Regional Development	Inverness Chamber – mentoring programme participants	6 annual	
			Institute of Directors – Director training for account managed clients	4 annual	
			Massachusetts Institute of Technology for high growth acceleration	1 annual	
1.1.7	Ensure businesses are ready to take advantage of the opportunities offered by improved Broadband speeds	ABC Senior Development Officer Business Gateway	New courses to be run by BG in a number of areas across Argyll and Bute	Minimum of 4 courses held	March 2015

SHORT TERM OUTCOME 1.2 To ensure our towns, villages and rural communities are economically dynamic, sustainable and connected building on their distinct opportunities.					
Short term outcome lead - Kerrie Grant, HIE					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.2.1	Expand upon recent investment activity in Helensburgh and ensure readiness for the implementation of the Maritime Change Programme	ABC Head of Economic Development	Agree action plan with all parties and reflect effects of Maritime Change Programme	Plan completed	March 2016
1.2.2	Action plan to attract new residents to Dunoon & Cowal		Action Plan developed to secure inward investment / new residents to Dunoon.	Plan completed	Oct 2014
1.2.3	Develop a holistic Regeneration Plan for Rothesay working with SURF.	HIE Head of Strengthening Communities Team	Regeneration Plan prepared.	Plan completed	March 2015
1.2.4	Prepare a plan to leverage inward investment opportunities at Machrihanish and Campbeltown	HIE Head of Regional Development	Develop master plan and proposition document for Machrihanish.	Plan completed	September 2015
1.2.5	Undertake a scoping / feasibility study on positioning Oban as a university town.	HIE Head of Projects and Partnerships Team	Proposition and scoping study completed.	Study completed	Oct 2014

1.2.6	Deliver Community Account Management model to support sustainable growth and community empowerment	HIE Head of Strengthening Communities	Work with minimum of 9 fragile and island communities to develop and deliver growth plans	2 plans completed	March 2015
1.2.7	Review of HIE Fragile Areas	HIE – Area Manager	Commission research to review HIE fragile and employment action areas to reflect recent census data and inform area prioritisation.	Review completed	Sept 2014

SHORT TERM OUTCOME 1.3 To create the right environment where more people choose to live, work, visit and invest in Argyll and Bute					
Short term outcome lead - Fergus Murray, ABC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.3.1	Raise awareness nationally of the qualities and attractiveness of Argyll and Bute as a location for investing, working, living, studying and visiting	ABC Head of Economic Development	Hold population summit	Summit held	November 2014
			Establish a public / private sector economic forum to lead and guide the preparation and implementation of a long term economic plan.	Forum established	Oct 2014
1.3.2	Develop a clear CPP communication strategy which will enable the promotion of positive perceptions and improvements.	ABC Communications Manager	Agree communication strategy with CPP partners	Strategy produced	March 2015
1.3.3	To deliver new signage/branding for our main gateways to Argyll and Bute (road, rail, ferry and air)	ABC Communications Manager	Agreement on branding to be used	Delivery of new signage	April 2016

SHORT TERM OUTCOME 1.4 To ensure that Argyll and Bute is recognised nationally and internationally as a location for marine education, research and business					
Short term outcome Lead - Lucinda Gray, HIE					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.4.1	Increase awareness of marine employment, education and business opportunities through engagement with SAMS and all local stakeholders	HIE Head of Projects and Partnerships Team	Introduce STEM Ambassador Programme to local businesses.	4	March 2015
			Attend events to highlight opportunities	3	
1.4.2	Secure tenants for Malin House Dunstaffnage, European Marine Science Park,		Tenants secured for premises	First 2 leases agreed	October 2014

SHORT TERM OUTCOME 1.5 To ensure we have a thriving, sustainable renewable energy sector with well-developed local supply chains and community benefits

Short term outcome lead - Audrey Martin, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.5.1	Establish clear indicators for the use of community benefit funds, with a focus on technical skills training for the sector.	ABC Projects and Renewables Manager	Community wind farm benefit framework in place	Framework agreed	March 2015
			Appointment of Energy Skills Education Post in partnership with AliEnergy	Post successfully recruited	November 2014
1.5.2	Influence delivery of Islay Tidal Array through infrastructure, inward investment, supply chain, employment and training	HIE Head of Projects and Partnerships Team Scottish Power	Financial closure by developer and project fully consented	September 2015	March 2017
			Installation completed	December 2016	
1.5.3	Support the development of the local energy supply chain	HIE Head of Projects and Partnerships Team ABC Projects and Renewables Manager	Number of opportunities created for businesses to engage in direct supply chain contact	6	March 2015
			Update Renewable Energy Action Plan (REAP)	Update completed	September 2014

SHORT TERM OUTCOME: 1.6 To ensure we have a robust tourism sector with an extended season, a higher value proposition and increased turnover.

Short term outcome lead - Kerrie Grant, HIE

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.6.1	Secure and maintain ongoing sustainability of the Argyll and the Isles Tourism Co-operative Ltd (AITC) (trading arm of AISTP) to further develop the tourism value chain linked to the area's unique heritage, provenance and authenticity.	ABC Head of Economic Development	Increase in tourism spend (STEAM and DREAM data).		March 2015
		HIE Head of Strengthening Communities Team	Increase in number of businesses becoming members of AITC through their local marketing groups	Membership to reach 800	
1.6.2	Create partnership structures with the capacity and desire to develop the culture and heritage sector to maximise the unique opportunities provided by the unique culture and heritage of the area.	Argyll and Bute Council Culture and Libraries Manager	Development of cultural strategy and implementation of action plan	Implement action plan	
			Total visits in person and by website to museums	160,000 visitors annually	
		Argyll and Bute Council Improvement Manager	Implement the Gaelic Action Plan	Plan implemented	
		HIE Head of Strengthening Communities	Support implementation of 3 capital projects	Funding approved	
1.6.3	Support the delivery of high quality tourism experiences across Argyll and Bute	HIE Head of Strengthening Communities	Account manage tourism and cultural businesses and social enterprises	15 relevant organisations being account managed	
1.6.4	Build upon the local food and drink offering	HIE Head of Strengthening Communities	Deliver collaborative food, drink and tourism projects	2 projects delivered	

SHORT TERM OUTCOME: 1.7 To create an environment where levels of entrepreneurship are increased					
Short term outcome lead - Isabel Bremner, ABC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.7.1	To increase business starts in each of the four council administrative areas	ABC Senior Development Officer Business Gateway with support from Scottish Enterprise	Number of business start-ups	100 businesses across all four areas	March 2015
1.7.2	To establish an innovation centre for entrepreneurs in Helensburgh (Pilot) (John Logie Baird Centre).		Development of an innovation centre in Helensburgh	Centre established	

SHORT TERM OUTCOME: 1.8 To maximise the economic impact of the public sector.					
Short term outcome lead - Fergus Murray, ABC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.8.1	To address the impact of potential future reductions in public sector employment.	CPP Management Committee	Commission research into changes in public sector employment and threats and scope for private sector to take up skills.	Research completed	March 2015
1.8.2	Attract public sector employment to Argyll and Bute	ABC Head of Improvement and HR	Study to identify possible opportunities for new public sector employment.	Study commissioned	
			Marketing campaign to promote Argyll and Bute as a great place to live, work and play.	Campaign prepared	December 2014
1.8.3 Ref 3.2.4 And Ref 3.2.5	To optimise public sector employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc.	ABC Head of Improvement and HR	Number of modern apprenticeships.	20	March 2015
			Number of graduate placements/internships.	4	
		HIE Head of Operations	Establish a protocol for creating modern apprenticeships on a pan CPP basis	Protocol established	

1.8.4	Optimise local benefits through public sector procurement process through continued usage of supplier development programme, utilising community benefit clauses where appropriate	ABC Procurement and Commissioning Manager	Increased number of local businesses bidding for tender opportunities	Increase by 2% from benchmark of 36%	March 2015
			Review of procurement policies	Review complete	

Strategic Partnerships	Supporting strategies / plans
<ul style="list-style-type: none"> • Argyll and Bute Renewables Alliance • Argyll and the Isles Strategic Tourism Partnership • Argyll and Bute Employability Partnership • Third Sector and Communities Strategic Partnership 	<ul style="list-style-type: none"> • Argyll and Bute Local Housing Strategy • Argyll and Bute Skills Pipeline • Argyll and Bute Youth Employment Activity Plan • Argyll Voluntary Action Strategic Plan • CHORD / CARS programme • TIF programme • Economic Development Action Plan • Scottish Government Economic Strategy • Highlands and Islands Enterprise Operating Plan • Local Development Plan • Opportunities for All Development Plan • Renewable Energy Action Plan • Roads Asset Management and Maintenance Strategy • Scottish Enterprise Operating Plan • Scottish Ferries Plan • Strategic Housing Investment Plan 2013-18, • Strategic Infrastructure Plan (proposed) • Third Sector Partnership Business Plan
Glossary of Abbreviations	
SAMS	Scottish Association for Marine Science
SURF	Scottish Urban Regeneration Forum
STEAM	Scottish Tourism Economic Activity Monitor
DREAM	Detailed Regional Economic Accounting Modules
STEM	Science Technology Engineering and Mathematics
CARS	Conservation Area Regeneration Scheme

Argyll and Bute Community Planning Partnership

Single Outcome Agreement

2013-2023

**Overarching aim: Argyll and Bute's economic success is built
on a growing population**

Delivery plan for Outcome 2:

We have infrastructure that supports growth

OUTCOME 2 We have infrastructure that supports sustainable growth

Outcome Lead – Pippa Milne, ABC

Main areas of focus included within this outcome:

This outcome focuses on the following infrastructure; housing, town centres, road transport, other modes of transport (air, ferries, rail, piers and harbours), utilities (electricity grid and water and sewerage network) and IT/ICT (mobile phone and broadband). This will deliver better connectivity in order to drive forward sustainable economic growth and grow our population.

Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)
Highlands and Islands Enterprise (HIE)
Scottish Enterprise (SE)
Scottish Government (SG)
Housing Associations
HITRANS
SEPA
Caledonian MacBrayne
CMAL
HIAL
SPT
Loch Lomond and the Trossachs National Park

Equality outcomes

People from all Scotland's community groups are safer in their homes and on our roads.

Through the delivery of our services people who are underrepresented as a result of a protected characteristic are more able to visit and experience the outdoors

Lead organisation

Scottish Fire and Rescue

SNH

SHORT TERM OUTCOME 2.1 The transport connectivity across Argyll and Bute is improved

Short term outcome lead - Fergus Murray, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.1.1 Ref 6.4.2	To undertake a Strategic (Trunk) Road Action Plan with a focus on reliability of journey times and carriageway improvements for A82, A83 and A85.	ABC Head of Roads and Amenity Services Hi- Trans Transport Scotland	Number of serious accidents on trunk roads	Less than the threshold of 35 injury accidents per 100 million vehicle kilometres	March 2016
			Number of additional overtaking opportunities constructed.	2	August 2014
2.1.2	To produce an Infrastructure Action Plan with a focus on economic growth for Argyll and Bute covering essential services, connectivity including road, integrated transport, rail, ferries, ports, air, active travel, digital technology and grid. CHORD, TIF and Maritime Change Programme	ABC Development Policy Manager / Projects and Renewables Manager	Meet timeline to prepare plan	Completion of Action Plan	April 2015
2.1.3	To achieve a new service of a regular commercial air link between Oban and Glasgow/ Oban to Barra.	ABC –Strategic Transport Manager	Development of logistics business case	Achievement of link	April 2015
2.1.4 Ref 5.2.3	Establish Green Networks in each of our Main Towns	ABC/SNH – Development Policy Manager / Area Manager SNH	Length of Green networks established	10 miles	October 2015

SHORT TERM OUTCOME 2.2 The digital connectivity across Argyll and Bute is improved

Short term outcome lead - Fergus Murray

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.2.1	Deliver the roll out of high speed next generation broadband.	HIE/Scottish Government	Number of premises in Argyll and Bute Rest of Scotland area with access to high speed broadband.	90% (0% existing)	Rest of Scotland (Helensburgh and Lomond) 2017
			Number of premises in Argyll and Bute Highlands and Islands area with access to high speed Broadband or above.	80% (0% existing)	Highlands and Islands (BC, MAKI,OLI) Dec 2016
			Number of areas targeted by community scheme	100% of eligible communities	Community Scotland Broadband 2015 (Areas to be agreed)
2.2.2	Work with key agencies to improve coverage and quality of mobile phone signals.	Scottish Government Department for Culture, Media and Sport	Number of premises in Argyll and Bute with access to 3G phone signal	80% (46% existing)	October 2017
			Reduce the number of not spots	currently 11 reduce to 5	

SHORT TERM OUTCOME 2.3 The grid connectivity across Argyll and Bute is improved

Short term outcome lead - Fergus Murray, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.3.1	Influencing the scale and the speed of the investment in the grid	ABC/ABRA – Service Manager Projects and Renewables	Capacity in our grid network to allow additional renewable energy connections	Increase of capacity	March 2017

SHORT TERM OUTCOME 2.4 To ensure that housing supports future economic success and a growing population

Short term outcome Lead - Moira MacVicar, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.4.1 Ref 4.5.9	To preserve and expand the supply of good quality housing units across all tenures to enable population growth.	Strategic Housing and Communities Forum – ABC Housing Manager	Number of new build housing units provided.	110 per annum	March 2015
			Number of housing units upgraded to a tolerable standard	50 per annum	
2.4.2	Develop an Argyll and Bute generic, affordable and energy efficient house type.	ABC Development Policy Manager	Preparation of standard house type specification	Specification agreed	March 2016
2.4.3	Increase the supply of housing development opportunities within Argyll and Bute		Number of new housing sites identified within the Local Development Plan	20	March 2015
2.4.4	Ensure the development planning process supports the development of housing in Argyll and Bute	ABC Development Manager (planning)	Increase % of approval rate for householders applications	90%	

SHORT TERM OUTCOME 2.5 Our essential utilities can facilitate economic growth across Argyll and Bute

Short term outcome lead - Scottish Water

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.5.1	Ensure there is sufficient water and waste water infrastructure capacity to support sustainable economic growth.	Scottish Water	Levels of capacity associated with our main water treatment and waste water facilities	5 communities per annum with capacity constraints removed	March 2016
			Improve the quality of private water supplies through regulation and provision of support through grant assistance	100% of commercial type A supplies improved to EC quality standards	March 2018

SHORT TERM OUTCOME 2.6 To secure a sustainable and vital future for our town centres

Short term outcome lead - Fergus Murray, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.6.1	To undertake Action Plans for each of our six Main Town Centres	ABC –Projects and Renewables Manager	Number of Town Centres with an agreed Action Plan	6 completed	April 2017
2.6.2	Establish a simplified planning zone (investment zone) in one of our town centres as a pilot (Dunoon).	ABC –Development Policy Manager	Pilot undertaken within timescale	Delivery of Investment Zone	

SHORT TERM OUTCOME 2.7 To optimise our public assets to best facilitate sustainable economic growth

Short term outcome lead - Fergus Murray, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
2.7.1	Undertake GIS audit of all public sector properties and land	ABC – Projects and Renewables Manager	Number of properties and land covered by system	100% coverage of Argyll and Bute with GIS audit	April 2015
2.7.2	Develop policy framework which maximises economic benefits from our surplus land and building assets (pilot Bute)	ABC – Development Policy Manager	Delivery of Pilot in Bute	Value of assets realised	April 2016
2.7.3	Deliver a Built Heritage Strategy for Argyll and Bute		Production of Strategy	Strategy agreed	September 2014
2.7.4	Develop a plan to promote our Piers and Harbours	ABC – Marine Operations Manager	Production of a short term development plan for key ports.	Plan produced	April 2015
2.7.5	Work with Scottish Futures Trust to ensure that we have a strategy for co-location where possible	ABC – Head of Facility Services	Production of strategy	Strategy agreed	April 2015

SHORT TERM OUTCOME 2.8 To ensure that there is a generous supply of commercial property and developable land to support sustainable economic growth

Short term outcome lead - Angus Gilmour, ABC

2.8.1	To develop a marketing strategy to dispose of public sector surplus property and land	ABC – Head of Facility Services	Development and implementation of a strategy	Strategy complete	April 2015
2.8.2	Ensure that the opportunities of co-location with partner agencies are considered in the preparation of every strategic change capital business case		Opportunities for co-location considered	100% compliance	
2.8.3	Ensure that there is sufficient business land available to develop	ABC – Head of Planning and Regulatory Services	Adoption of Local Development Plan	85 Ha. Of available land	December 2014

Strategic Partnerships	Supporting strategies / plans
Argyll and Bute Strategic Housing Forum Argyll and the Isles Coast and Countryside Trust ABRA Community Broadband Scotland Digital Scotland Hi-Trans	Proposed Strategic Infrastructure Plan Local Development Plan Economic Development Action Plan Renewable Energy Action Plan, Roads Asset Management and Maintenance Strategy Scottish Ferries Plan Strategic Housing Investment Plan 2013-18 CHORD programme/TIF HIE Operating Plan Next generation broadband.

Glossary of Abbreviations	
ABRA	Argyll and Bute Renewables Alliance
TIF	Tax Incremental Finance Scheme

Argyll and Bute Community Planning Partnership

Single Outcome Agreement

2013-2023

**Overarching aim: Argyll and Bute's economic success is built
on a growing population**

**Delivery plan for Outcome 3:
Education, skills and training maximises
opportunities for all**

OUTCOME 3: Education, skills and training maximise opportunities for all

Outcome Lead – Cleland Sneddon, Argyll and Bute Council

Main areas of focus included within this outcome:

This outcome focuses on supporting our children and young people to be ambitious and realise their full potential, ensuring that our education, skills training and volunteering opportunities are better aligned to economic development opportunities both within Argyll and Bute and nationally. We will also ensure that our learners are more confident, resilient and better enabled to manage the key transitional stages in their life and, to provide the skills needed for our residents to progress in their working and learning lives enabling them to contribute effectively to our communities.

Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)
 Argyll College UHI (AC) / other regional colleges
 Skills Development Scotland (SDS)
 Job Centre + (JC+)
 Department Work Pensions (DWP)
 Third Sector Partnership (TSP)
 NHS Highland (NHS)
 Argyll Voluntary Action (AVA)
 Highlands and Islands Enterprise (HIE)
 Scottish Enterprise (SE)

Equality outcome	Lead organisation
More people are actively engaged in local decision making	Argyll and Bute Council
Our service delivery is sensitive to the needs of all users	Argyll and Bute Council
We have improved engagement with protected groups	Argyll and Bute Council
The individual needs of all recipients of care are recognised	Argyll and Bute Council
An increasing number of young people aged 16-24 move into suitable employment in the Highlands and Islands as a result of HIE's influence and involvement.	Highland and Islands Enterprise
The college adopts a coherent and inclusive plan for equality and diversity within all its functions	Argyll College
Individual students are supported and their needs are met	Argyll College
Students feel that they are being treated fairly, sensitively and equally	Argyll College
People from all communities and equalities groups are welcomed as volunteers and we work to remove barriers to volunteering for all	Third Sector Partnership

3.1 Our children and young people in Argyll and Bute are supported to be ambitious and realise their full potential

Short term outcome lead - Anne Marie Knowles, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
3.1.1	Support the continued roll out Curriculum for Excellence across our schools	Education Manager (learning and achievement)	Attainments in literacy and numeracy – reporting on levels of attainment across CfE levels early – 4 (3 years to 15 years)	5% annual increase in % of P4 pupils attaining their expected levels in the Suffolk reading test 5% annual increase in % of primary children achieving expected levels in numeracy	September 2015
3.1.2	Develop a wider range of qualifications for the Senior Phase to support schools and pupils with course options that reflect local labour market employment opportunities and opportunities for progression to further study	Education Manager (learning and achievement)	Implementation of new exam framework for National 4s and 5s and new Higher – reporting on levels of attainment (15 years to 18 years)	S5 1+ Level 6 50% S5 3+ Level 6 27% S5 5+ Level 6 13% S6 3+ Level 6 39% S6 5+ Level 6 25% S6 1+ Level 7 18%	
			Implementation of the programme of alternative qualifications including skills for work	35 courses 1400 students	
			All S3-S6 pupils having access to Career Management Skills, the 'My World of Work' website and Labour Market Information sessions provided by Skills Development Scotland.	100% compliance	
			Curriculum Planning Meetings held with Argyll College UHI and each of our 10 secondary schools to ensure that the college and school curriculum reflects the local job market	100% compliance	

			The percentage of young people moving into a positive destination after completion of an Activity Agreement.	75% each quarter	
			Number of Skills for Work courses offered by schools and partners (Argyll College) which reflect local labour market opportunities	55 courses	
3.1.3	Work with key agencies to ensure that the educational additional support needs of children and young people are met to enable these young people to realise their potential.	Education Manager (learning and achievement)	Coordinated support plans are in place with input from NHS, educational psychologists, social work and third sector where appropriate.	100% compliance	September 2015
		Skills Development Scotland Principal, Argyll College UHI	Each child with a plan has appropriate educational support allocated to them		
3.1.4	Work with key agencies to ensure there are improved opportunities for our looked after children to realise their full potential	Children's Placement Manager Children and Families	Each of our looked after children has a pathway plan in place	100%	September 2014
		Education Manager (Inclusion and Integration)	The number of looked after children young people offered a work experience opportunity within Argyll and Bute Community Planning Partners	8 per annum	Review in 2016
3.1.5 Ref 4.4.2	Encourage and celebrate youth achievement	Youth Services Manager	The number of young people gaining accredited achievement awards	30 per annum	Review in 2017

3.2 To ensure education and skills training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally					
Short term outcome lead - Fraser Durie, AC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
3.2.1	Improve the alignment of education and training with business requirements and the economic opportunities in Argyll and Bute	Education Manager (learning and achievement) Argyll and Bute Employability Partnership	Successful implementation of Argyll and Bute Employability Partnership Strategic Skills Pipeline and Youth Employment Activity Plan	Plan implemented	2017
		Head of Economic Development	Creation of local economic profiles within the local economic development actions plans	Local economic profiles completed	September 2014
3.2.2 Ref 4.3.5	Increase the number of planned work placements for Senior Phase pupils	Employability Partnership/ 10 secondary deputy head teachers.	Increased number of opportunities for pupils in S4-6 to participate in relevant work placements	500 young people per annum	Review for 2014/15
		Dr Andrea McColl from the HIE ScotGrad Programme	Increased number of summer placement opportunities and graduate placement positions through the SCOTGRAD programme.	6 per annum	
		Argyll Voluntary Action	No of young people completing PX2 (junior version of STEPS for Excellence course)	40 young people per annum	
3.2.3	Encourage employers and developers to provide opportunities for young people through grant and loan finance, the Business Gateway advisory service and through promotion of corporate responsibility.	Economic Development Manager	Number of enterprises receiving financial support	26	March 2015
			Number of individuals and new enterprises receiving advice /consultancy	24	Review 2017
			No of young people supported through Employer Recruitment Incentive	100	December 2014

3.2.4 Ref 1.8.3	Encourage local apprenticeships and training programmes which align with the demands of the local job market	Skills Development Scotland Head of Improvement and HR	Number of modern apprenticeships in place	20	March 2015
			Number of training programmes arranged	10	March 2016
3.2.5 Ref 1.8.3	Increase the number of targeted recruitment and training Community Benefits (e.g. apprenticeships, jobs, leadership training etc	Argyll and Bute Council Procurement and Commissioning Manager	Ensure where appropriate young people receive training opportunities and apprenticeships as a result of contracts being awarded	100% compliance	March 2015
3.2.6	Work with partner agencies to maximise the opportunities for children with disabilities to access training for employment	Employability Partnership Chair	Percentage of disabled young people entering training and employment	Increase by 15% annually	September 2017
			Percentage of disabled young people offered work experience placements with the community planning partners	Increase by 15% annually	
3.2.7	Develop a curriculum for Argyll College which is responsive to local needs	Principal Argyll College UHI	College operational and strategic plan completed and aligned to the Single Outcome Agreement (SOA) and Scottish Funding Council (SFC) Highlands and Islands Regional Outcome Agreement (ROA) for Further and Higher Education	Plan complete	September 2014
3.2.8	Ensure that demand for education and training within Argyll and Bute is represented on the Highlands and Islands Skills Investment Plan (SIP) and appropriate resources flow to the area	Principal Argyll College UHI	Measure of resource required from the Scottish Funding Council (SFC), SDS and HIE is proportionate and related to area size, population and need	Comparative study complete	October 2014
3.2.9	Review college provision for further and higher education in Helensburgh and Lomond	Principal Argyll College UHI	Review undertaken and initial business case prepared to consider funding implications	Initial business case complete	March 2016

3.3 To enhance the contribution of our communities to school curricula

Short term outcome lead - Anne Marie Knowles, ABC

	Actions on this short term outcome	Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
3.3.1	Improve the quality of information available which promotes our schools	Head of Customer and Support Services and Education Manager (performance and improvement)	Number of schools with informative and up to date websites using standardised education template and hosted on secure server	30 schools annually	100% compliance June 2017
3.3.2	Promote opportunities in all our schools for members of the community to contribute to pupil learning	Education Manager (learning and achievement)	Number of schools incorporating community contribution within their learning programmes	100% compliance	Sept 2017
3.3.3	Promote opportunities for young people to access vocational learning through emergency services and uniformed services programmes		Number of young people taking part across Argyll and Bute	Work with emergency services and armed forces to investigate baseline and set target for annual reporting 10% annual increase	Review 2017
3.3.4	Pursue creative arts and digital media opportunities within our schools with appropriate community organisations		Ensure that the improvement plan contains opportunities for the pursuit for creative arts and digital media	100% compliance	
3.3.5	Promote the future growth of Gaelic education, language and cultural activities through continued awareness raising and language learning opportunities within our schools and our communities	Head of Improvement and HR	Gaelic Language Plan 2013-2018 approved and successfully implemented	Implement plan	Review 2018

3.4 To promote volunteering opportunities to young people within Argyll and Bute

Short term outcome lead - Martin Turnbull, ABC

	Actions on this short term outcome	Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
3.4.1	Increase the number of young people engaged in youth forums / CPP decision-making process	Youth Services Manager	Number of young people engaged in youth forums	50 and increase by 5% annually	Review 2017
3.4.2	Implement a new training programme supporting youth forum members to develop their leadership skills		New training programme implemented successfully	Training programme implemented	Review 2017
			Uptake in number of youth forum members attending training to develop their leadership skills	30 per annum	
3.4.3 Ref 3.1.5 and 4.4.2	Increase the number of young people engaged in volunteering	Argyll Voluntary Action	Number of young people completing Saltire awards	200 per annum	March 2016
		Youth Services Manager	Number of young people completing Duke of Edinburgh Awards	250 participants	March 2017
				40 awards	
		Argyll Voluntary Action	Provision of STEPS courses	25 courses per annum	September 2015
Active Schools Manager	Number of young people gaining Sports Leadership and Coaching awards	150 qualified senior pupils	September 2015		

3.5 To support our children and young people to be more confident, resilient and better enabled to manage the key transitional stages in their life

Short term outcome lead - David Bain, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
3.5.1	Provide pupils and parents with clear information regarding the process for pupils to move from home to pre 5, pre 5 to primary 1 and from primary 7 to S1. Individual pupil profiles to be created ensuring that we maximise continued learning and development	Education Manager (learning and achievement)	Pre5 and P7 pupil profiles are in place which will be used as part of the transition process	100% compliance	September 2016
3.5.2	Support Secondary 3 pupils to produce individual pupil profiles that maximise continued learning and development		Our young people have completed a S3 Pupil Profile that will be used as part of the transition from broad general education to the senior phase.		
3.5.3	Identify early pupils who are at risk of disengaging and failing to make a positive post-16 transition and provide support	Education Manager (performance and improvement)	Education risk matrix updated each term for all secondary schools	10 risk matrices updated per term	
3.5.4	Develop a life skills programme to support senior phase pupils and / or school leavers who are at risk of not achieving a positive destination	Education Manager (learning and achievement)	Number of young people offered an Activity Agreement	100%	March 2015
3.5.5 Ref 5.6.3	Ensure all young people are given the opportunity to acquire, develop and apply Career Management Skills	Skills Development Scotland	The number of young people in S4, S5 and S6 making positive and sustained post-school transitions	95%	Review 2017

3.6 To provide the skills needed for our residents to progress in their working and learning lives enabling them to contribute effectively to our communities

Short term outcome Lead - Glenn Heritage, AVA

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
3.6.1 Ref 4.7.1 and 4.7.5	Support children and young people to promote good citizenship and engage in wider decision making with partner agencies	Youth Services Manager	The number of children and young people involved in service planning and redesign of council and partner services	50 annually	Review 2017
3.6.2 Ref 4.4.1	Develop the Argyll Young Entrepreneurs website to support young entrepreneurs	Argyll Voluntary Action	Creation of Argyll Young Entrepreneurs website	Website created	March 2015
			The number of unique and return visits to website	10,000 visits	March 2016
3.6.3	Increase the capacity of community groups	Community Development Manager/ AVA/ABSEN	The number of capacity building support sessions given to community groups.	190 sessions per quarter	Review for 2015/16
3.6.4	Provide the opportunity for adults to participate in certificated courses across Argyll and Bute	Community Learning Manager / Principal Argyll College UHI	The number of adults achieving accredited learning outcomes	970 per annum	March 2015
3.6.5	Increase the number of CPP employees who are supported in their continuous professional development	Head of Improvement and HR, ABC and HR Managers across CPP	The % of training requests linked to Continuous Professional Developments plans delivered	75%	March 2015
3.6.6	Support adults to access learning opportunities and progression so that they gain skills and confidence with a particular focus on digital literacy	Community Learning Manager AVA Principal Argyll College UHI	Uptake of Community Learning and Development "IT for employability"	200 per quarter	September 2014
			Number of participants accessing IT short courses	50 per quarter	

3.6.7 Ref 5.6.7	Improve the learning and skills needs of people seeking a pathway to employment, education or training	Community Learning Manager JobCentre Plus	No of JSA claimants attending JobCentre Plus / Community Learning and Development information and support sessions	780 per quarter	September 2014
3.6.7 Ref 6.6.5	Provide opportunities for older people to be involved in community projects	Argyll Voluntary Action Chief Executive	The number of older people engaging in "Grey Matters" programme run by Argyll Voluntary Action	120 annually	March 2016

Strategic Partnerships	Supporting strategies / plans
Employability Partnership Reshaping Care for Older People	Education Action Plan 2013-14 Argyll and Bute Youth Employment Activity Plan 2013-14 Employability Partnership Strategic Skills Pipeline Education Service Plan 2014/15 Children and Families Service Plan 2014/15 Integrated Children's Service Plan 2014-2017 Early Years Collaborative – stretch aims (reaching the child's developmental milestones) Third Sector Partnership work plan 2014-15 Gaelic Language Plan

Glossary of Abbreviations	
UHI	University of the Highlands and Islands
CfE	Curriculum for Excellence
SCOTGRAD	Graduate placement programme
STEPS for Excellence	It is a developmental programme developed by the Pacific Institute which gives participants the opportunity to take a fresh look at their lives, enables them to see how much they are truly capable of achieving and offers tools to make it happen.
PX2	PX2 (formerly known as BREAKTHROUGH to Excellence) is based on the same principles of Steps suitable for young people (14 - 18yrs)
SCQF	Scottish Credit and Qualifications Framework

Argyll and Bute Community Planning Partnership

Single Outcome Agreement

2013-2023

Overarching outcome: Argyll and Bute's economic success is built on a growing population

**Delivery plan for Outcome 4:
Children and young people
have the best possible start**

OUTCOME 4 - Children and young people have the best possible start.

Outcome Lead – Pat Tyrrell NHS

Main areas of focus included within this outcome:

This outcome focuses on ensuring our children and young people are protected from abuse, neglect and harm, are more active and have more opportunities to participate in play, recreation and sport. We want to ensure our children live within a family supportive environment, have the highest possible standards of physical and mental health and, can access to positive learning environments and opportunities to develop skills. We will encourage children to have their voices heard and to play an active and responsible role in their communities. Collaborative working to deliver quality services early in life offers real and tangible outcomes for children, young people and their families. This includes promoting prevention and tackling poverty, inequality and poor outcomes by empowering communities to work together.

Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)
NHS Highland (NHS)
Third Sector Partnership (TSP)
Police Scotland (PS)
Scottish Children Reporters Authority (SCRA)
Scottish Fire and Rescue Service

Equality outcome

Lead organisation

More children and young people are actively engaged in local decision making

Argyll and Bute Council

The gap in educational attainment between protected characteristics has been reduced

Argyll and Bute Council

The individual needs of all recipients of care are recognised

Argyll and Bute Council

SHORT TERM OUTCOME 4.1 All our children and young people should be protected from abuse, neglect and harm.					
Short term outcome lead - Louise Long, ABC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.1.1 Ref 6.1.2	Children in need of protection are identified and receive prompt help to keep them safe and protected from harm	ABC Head of Children and Families	Child Protection investigations will have Inter-agency Referral and Tripartite Discussion within 24 hours	100% compliance	March 2015
4.1.2	Work together to ensure that vulnerable pregnant women & babies stay safe	NHS Highland Lead Nurse	Vulnerable babies aged 0-1 years will have an anti-natal assessment completed by the midwife by 20 weeks.	100% compliance.	March 2015
4.1.3	Ensure that partners work together to respond to children affected by domestic violence	ABC Head of Children and Families	Children who are affected by domestic abuse will have a child's plan	100% compliance	March 2015
4.1.4	Pathway for young people who are suicidal and self-harming implemented across agencies	NHS Highland Lead Nurse	Increase number of young people accessing support from Abuse & Trauma Service	Increase by 2%	March 2015
4.1.5	Agencies work together to ensure that Integrated Chronologies become a part of daily practice	ABC Head of Children and Families	Number of staff attending training on chronologies across Argyll & Bute	Increase by 10%	March 2016
			Overall number of integrated chronologies completed by Lead Professional	Increase by 10%	
4.1.6	Work together to implement local risk assessment informed by National Risk Assessment tool kit	Argyll and Bute Council Head of Children and Families	Number of staff attending training on risk assessment	Increase by 10%	March 2015
			Number of looked after children who have risk assessment within 7 days	100%	
			Number of children on the child protection register will have risk assessment		
4.1.7	Key agencies work together to ensure that the newly revised national Getting Our Priorities Right (GOPR), informs new local guidance	NHS Highland Lead for Addictions	Number of staff completing training on GOPR	Increase by 10%	March 2015

4.1.8 Ref 6.2.2	Staff across Health and Social Work will support safety in the home by a) Under taking home safety assessments with very vulnerable families b) Attending home fire safety training course	Eddie Renfrew Scottish Fire & Rescue	Number of home safety checks completed by the fire service	Increase by 2%	March 2015
			Number of staff attending home safety training	Increase by 10%	
			Home safety visits recorded on CareFirst system	100% compliance	
4.1.9 Ref 6.4.3	A range of Young Driver Safety Initiatives will be delivered in school to improve young people's awareness of the increased risks associated with being a new road user	ABC - Strategic Transportation Manager	Number of young drivers trained through Driver Safety Initiative	10% increase	March 2015
			Number children taking Cycling Proficiency		
4.1.10	All pre-5, primary, secondary and special establishments will: a) Review their anti-bullying policies in line with the revised authority police and national guidelines b) children and young people aged 3-18yrs receive education on how to protect themselves from bullying, including cyber-bullying c) children and young people aged 3-18yrs receive education in keeping themselves safe.	Argyll and Bute Council Head of Education	Schools have reviewed their anti-bullying policies	100% compliance	March 2015
			Local anti-bullying trainers appointed	15	
			Schools offer curricular provision on anti-bullying	100% compliance	
			School clusters have offered parents an internet safety awareness session		

SHORT TERM OUTCOME 4.2 Children and young people should enjoy the highest possible attainable standards of physical and mental health

Short term outcome lead - Elaine Garman, NHS

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.2.1	Partners work together to ensure children, young people and families are supported to access immunisation	NHS Highland Consultant Nurse, C&F	Primary immunisation uptake	95% or above at 24 months	March 2015

4.2.2	Work together to promote and assist children and young people in having good oral health	NHS Highland Lead Dental Officer	Children in each SIMD quintile to receive at least two applications of fluoride varnish per year by March 2014	60% of 3& 4 year olds	March 2015
			2 year old children registered with a dentist	Increase 10%	
			Number of nurseries participating in Childsmile Core and the proportion of the roll toothbrushing	Increase by 2%	
			Number of primary schools participating in Childsmile Core and the proportion of the roll toothbrushing		
4.2.3	Services work to support children, young people and their families to know about the long-term benefits of healthy eating and exercise	NHS Highland Public Health Specialist	Primary 1 pupils have height and weight recorded	95%	March 2015
4.2.4	All partners are involved in ensuring that young mothers are aware of the benefits of breast feeding	NHS Highland Lead Midwife	Babies are breast fed at 6-8 weeks	33.3% or above	March 2015
4.2.5	Services will work together to actively promote the benefits of smoke free homes and cars in pregnant women through groups and 1:1 sessions.	NHS Highland Lead Midwife	Number of women smoking in pregnancy	Reduce by 2%	March 2015
4.2.6	All partners work to ensure that young mothers are aware of the issues which may affect the weight of their unborn babies		Through education and intervention the number of babies born with a lower than average birth weight is reduced	15% reduction in the rates of still births and infant mortality	March 2017
4.2.7	Work with partners to promote improved outcomes for Looked After Children	NHS Highland Nurse Consultant C&F	Looked after and accommodated and Looked after children receive initial health assessments	100%	March 2015
			Registered with General Practitioner		
			Registered with dentist and oral health care is provided		

			Registered with optician and eye check is offered if required		
			Immunisations are complete for age		
4.2.8	Work in partnership to ensure young carers health and wellbeing is not affected by their caring role	NHS Highland Nurse Consultant C&F	Number of young carers identified at the time of assessment	2% increase	March 2015
			Number of young carers identified and supported by local carers projects	10% increase	
			Care leavers with pathway plan	100%	
4.2.9	Services will work together to ensure all secondary school children have access to sexual health education	NHS Highland Public Health Specialist	Secondary aged children and young people have the opportunity to engage with sexual health and relationships education	100%	June 2015
4.2.10	Children, young people and their families will have access to mental health support services within the agreed government pathway	NHS Highland Lead for Mental Health	Access to mental health services within 18 weeks from referral to treatment	100%	March 2015
4.2.11	Work together to ensure that children and young people get access to trauma services	Argyll and Bute Council Head of C&F	Schools and Social Work offices are able to offer children and young people access to trauma services	100%	June 2015
4.2.12	Continue to work across all agencies to minimise the effect of substance misuse on children, young people and their families	NHS Highland Lead for addictions	Number of children on the child protection register as a result of parental substance misuse	5% reduction	March 2016
			Number of alcohol related admissions to hospital in the younger age groups	2% reduction	
			Rate of youth offending	5% reduction	
			Ensure that young people are encouraged as appropriate to participate in local substance misuses forums	100%	
4.2.13	Develop events and materials for young people about drugs, working with education professionals	NHS Highland Lead for Addictions/ ABC Head of Education	Substance misuse awareness is included within the curriculum	100% compliance	March 2015
			Schools will identify ways to evaluate the quality impact of substance misuse awareness in the curriculum		

4.2.14	Work with partners to reduce the incidence of young people smoking		Numbers of children smoking	10% reduction	March 2017
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SHORT TERM OUTCOME 4.3					
Children and young people should have access to positive learning environments and opportunities to develop their skills.					
Short term outcome lead - Anne Marie Knowles, ABC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.3.1	Partners work together to ensure attainment of looked after children continues to increase	Argyll and Bute Council Head of Education	To increase the% levels of attainment for looked after children	20%	June 2015
4.3.2	Key partners work together to work towards reducing school exclusion		Reduce number of hours of education time lost through exclusions for pupils	Reduce by 10%	
4.3.3	Planning meetings will be in place for all children and young people with Autistic Spectrum Disorder to assist with the transition from primary to secondary education, involving the person, key partners and families.	Argyll and Bute Council Head of Education	Children with ASD will have a transitions plan in place to assist in making the transition from Primary to Secondary education.	100 %	March 2015
4.3.4	Community planning partners work together to make sure that all children achieve their full potential	Argyll and Bute Council Head of Children and Families	All 30 month old children reach their developmental milestones	85%	December 2017
			All children have reached their expected developmental milestones in readiness for going to school	90%	
4.3.5 Ref 3.2.2	Work together to offer all children and young people a wide range of educational experiences which challenge and support appropriately, developing the whole child	Argyll and Bute Council Head of Education	Number of young people gaining accredited achievement awards	5% increase	June 2014
			Senior phase pupils should have access to a relevant work placement	100%	
			The number of Looked After Children and young people entering a positive destination in their first post-school transition	Increase by 10%	

SHORT TERM OUTCOME 4.4					
Children and young people are valued and supported to be the best they can be.					
Short term outcome lead - Glenn Heritage, AVA					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.4.1 Ref 3.6.2	Partner agencies provide more creative and positive local opportunities for training and employment for young people	Argyll Voluntary Action Chief Executive	Number of young people accessing media cafes and the Argyll Young Entrepreneurs website	40 per annum	March 2017
4.4.2 Ref 3.1.5	Encourage and celebrate Youth Achievement		Number of young people gaining saltire awards	Target 50 per annum and increase by 10% annually	
4.4.3	Ensure that all children and young people with Autistic Spectrum Disorder are able to access a clear pathway for assessment and support across the partnership	NHS Highland Lead for Mental Health	Children and young people affected by Autistic Spectrum Disorder will follow a clear and jointly agreed pathway in relation to improving their assessment, diagnosis and intervention.	100%	

SHORT TERM OUTCOME 4.5					
Children and young people feel secure and cared for.					
Short term outcome lead - Louise Long, ABC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.5.1	Partners work to ensure kinship carers receive the right support at the right time by the right people	Argyll and Bute Council Head of Children and Families	Number of looked after children in kinship placements	46%	March 2016
4.5.2	Work together to enhance and develop respite/short break options		Number of children and young people accessing respite	10% increase	
4.5.3	Partners work together to reduce the time decision making in relation to permanency		% of looked after children in care for over 12 months with a plan of permanence	75%	March 2015

4.5.4	Corporate Parenting adopted across partner agencies.		Partner agencies are aware of the Corporate Parenting Policy	100%	March 2015
4.5.5	Work together to reduce the number of children and young people experiencing homelessness		Households assessed as homeless	5% reduction	March 2015
4.5.6	Work together to reduce the number of external placements for looked after and accommodated children		Reduction in number of external placements	% reduction	March 2015
4.5.7	Agencies work together to increase the opportunities for sibling groups to be together		% of sibling groups accommodated	80%	
4.5.8	Role of Children's Champions developed by key agencies		Stakeholders will have access to Children's Champions as required.	100%	
4.5.9	Partners work together to ensure that there is improved availability of suitable housing	Housing Services Manager ABC	Number of new specialist housing completed per annum.	Increase by 2% annually	March 2017
Ref 2.4.1		Number of new and affordable homes completed per annum			
4.5.10	Work together to make sure that all families have access to flexible early learning and childcare	Argyll and Bute Council Head of Education	Children offered 600 hours childcare provision	100%	

SHORT TERM OUTCOME 4.6

All our children have increased opportunities and are encouraged to participate in play, recreation and sport.

Short term outcome lead - Muriel Kupris, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.6.1	Work together to ensure that all children and young people have access to a range of sports activities at school	Argyll and Bute Council Active Schools Co-ordinator	Schools providing 2 hours physical education per week in schools curriculum	100%	June 2014
4.6.2	Agencies work to ensure that children and young people have opportunities to use the outdoor environment as part of their curriculum	Argyll and Bute Council Active Schools Co-ordinator	Number of children actively involved in out of schools activities	5% increase	March 2015
Ref 5.2.2			Number of clubs linked to schools	2% increase	

SHORT TERM OUTCOME 4.7

Children and young people have their voices heard and are encouraged to play an active and responsible role in their communities.

Short term outcome lead - Martin Turnbull, ABC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
4.7.1 Ref 3.6.1 and 6.6.5	Work together to ensure that children and young people have a voice in developing services and are able to influence community decision making	Youth Services Manager	Young People advisory group to be established	Group established	March 2015
4.7.2	Continue to develop advocacy services to support service improvement driven by live feedback from children, young people and their families	Argyll and Bute Council Head of Children and Families	Children, young people and their families will have access to advocacy and "Voices of Children"	100%	
4.7.3	Key partner agencies are supported by partner agencies to actively promote good citizenship	Argyll and Bute Council Youth Services Manager	Number of young people involved with the Youth Parliament	Increase by 2%	
			The number of young people involved in youth bank	Increase by 5%	
			Number of young people participating within community engagement	Increase by 10%	
4.7.4 Ref 3.6.1	Involve young people in Community Planning	Youth Services Manager	Annual youth conference targeted specifically for the 12 – 24 year olds; the agenda and focus will complement that of the CPP Full Partnership	Conference held	March 2016
4.7.5	Key partner agencies will continue to work closely with Community Police and Criminal Justice Team	Argyll and Bute Council Criminal Justice Manager	% of clients who reconvict within 1 year of starting supervision	Reduction in %	March 2015
			Number of Criminal Justice clients aged 16-18	Reduce by 5%	
			Number of Criminal Justice clients aged 18-21	Reduce by 2%	

Strategic Partnerships	Supporting strategies / plans
Argyll and Bute's Children Argyll and Bute Child Protection Committee Health and Social Care Strategic Partnership CAPCOG (Children And Adults Chief Officers Group)	Argyll and Bute Integrated Children's Service Plan

Glossary of Abbreviations	
GIRFEC	Getting It Right for Every Child
CYP	Children and Young People
C&F	Children and families
GIRAN	Getting It Right Antenatally
EYC	Early Years Collaborative
SIMD	Scottish Index of Multiple Deprivation
ASD	Autistic Spectrum Disorder
LAAC	Looked After and Accommodated Children
CJSW	Criminal Justice Social Work

Argyll and Bute Community Planning Partnership

Single Outcome Agreement

2013-2023

**Overarching aim: Argyll and Bute's economic success is built
on a growing population**

**Delivery plan for Outcome 5:
People live active, healthier
and independent lives**

OUTCOME 5: People live active, healthier and independent lives

Outcome Lead – Elaine Garman, NHS Highland

Main areas of focus included within this outcome:

This outcome focuses on narrowing the gap in health inequalities by providing opportunities for everyone to be physically active and energetic members of their communities. People are enabled to live independently, with meaning and purpose, within their own community and are empowered to lead the healthiest lives possible. Healthier choices are made regarding alcohol and drugs and people are enabled to recover from substance misuse. Mental health improvement strategies are promoted by the CPP to reduce health inequalities.

Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)
 NHS Highland (NHS)
 Third Sector Partnership (TSP)
 Police Scotland (PS)
 Scottish Fire and Rescue Service (SFRS)
 Registered Social Landlords / Housing Associations (RSL)
 Home Energy Scotland (HES)
 Highlands and Islands Enterprise (HIE)
 Scottish Natural Heritage (SNH)
 Alcohol and Drugs Partnership (ADP)
 Scottish Enterprise (SE)

Equality outcome	Lead organisation
People with a learning disability and autistic people will have an increased understanding of their NHS consultation and care as interaction, communication and engagement with NHS staff is improved	NHS Highland
The needs of individuals who provide unpaid care and support are recognised and met including young carers	ABC
The individual needs of all recipients of care are recognised	ABC
Men of working age will have increased opportunity for health improvement as a result of specially targeted health improvement services	NHS Highland
Better Health is accessible for Gypsy Traveller people through wider uptake of health improvement support and services	NHS Highland
Women who experience Gender Based Violence will receive health services that meet their needs	NHS Highland
People with access support needs will experience improved access to NHS services	NHS Highland
People who have mental health problems will be able to access all services without fear of stigma or discrimination	NHS Highland

**SHORT TERM OUTCOME 5.1 People are empowered to maintain their independence and are an integral part of their local communities.
(include environ, physical disability)**

Short term outcome lead - Jim Robb, ABC

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
5.1.1	Continue to shift the balance of care from institutional to community based settings	Joint Commissioning Group Lead Nurse / Head of Adult Care	% of Older People receiving Care in the Community	80%	March 2015
			% of Older People receiving Care in a care home environment	20%	
5.1.2	Promote and develop care and support at home that contributes to preventing avoidable admissions to hospital or residential care	Joint Commissioning Group Lead Nurse/ Head of Adult Care	Reduce the rate of emergency inpatient bed days for people aged 75 and over	Reduce by 12%	March 2015
			Number of Enhanced Telecare Packages	460	
5.1.3	Promote and build social networks that may sustain people to live more independently for longer	Joint Commissioning Group Lead Nurse/ Head of Adult Care	% of older people cared for at home, receiving respite in a care home	25%	
			Increase number of community support networks and groups which help maintain independence	Increase by 20%	
5.1.4	Remodel services to reflect increased personalisation through self directed support	Joint Commissioning Group Lead Nurse/ Head of Adult Care	All eligible cases have access to the Self Directed Support option	100%	
5.1.5	All service providers use an approach which encourages mobility and promotes strength and balance reducing falls in older people	Joint Commissioning Group Christine McArthur	Increase the number of staff and volunteers trained to deliver falls prevention awareness	Increase by 10%	March 2016
5.1.6	Maintain a new build social housing programme including housing for varying needs to enable people to live more independently	Argyll and Bute Strategic Housing Forum Housing Services Manager	Assess the requirements for extra care housing in all new build developments	100% compliance	March 2015
5.1.7	Carers are identified, supported and enabled to fulfil their roles.	Joint Commissioning Group Lead Nurse/ Head of Adult Care	% of Carers Assessments completed within 28 days	100%	March 2015

SHORT TERM OUTCOME 5.2 Individuals are more physically active					
Short term outcome lead - Muriel Kupris, ABC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
5.2.1	Work in partnership to tackle obesity and diabetes	NHS Highland Debbie Kirby	Increase the number of patients accessing Counterweight programme	Increase by 20%	March 2016
5.2.2	Improve access and develop more opportunities for people to participate in physical exercise/activity	Argyll and Bute Council Leisure Services Manager	Increase the completion rate of the Argyll Active Programme (baseline 34%)	Increase to 44%	
Ref 4.6.2			Increase the of range of fitness class opportunities for older people	Increase by 10%	
		Argyll and Bute Council Leisure Services Manager/ Education Manager	Increase the number of children actively involved in out of school activities/sport	5% increase	March 2017
		Argyll and Bute Council Education Manager	100% of schools providing 2hours of physical education per week in schools curriculum	100%	June 2014
5.2.3 Ref 2.1.4	Increase accessibility to outdoor environments / green spaces	SNH Forestry Commission Argyll and the Isles Coast and Countryside Trust (AICCT)	Increase proportion of adults making one or more visits to the outdoors per week	Increase by 5%	March 2015

SHORT TERM OUTCOME 5.3 Individuals make healthier/positive lifestyle choices.					
Short term outcome lead - Alison McGrory, NHS					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
5.3.1	Work in partnership to reduce tobacco use	NHS Jill Denton	Reduce number of adult population who smoke	Reduce by 1260	March 2015
5.3.2	Reduction in drug related morbidity and mortality	Alcohol and Drug Partnership Dr David Greenwell	Number of reported cases of opiate overdoses resulting in Naloxone being administered	8	

5.3.3 Ref 6.5.1	People receive early and brief interventions that are effective in reducing consumption of alcohol	Alcohol and Drug Partnership Senior Health Promotion Specialist	Reduce rate of alcohol related admissions	1066 Alcohol Brief Interventions carried out	
5.3.4	Children and young people have access to effective education to support them to become strong and resilient against the harmful use of drugs and alcohol	Alcohol and Drug Partnership Senior Health Promotion Specialist Education	Health and wellbeing Partnership meets quarterly	Scorecard is updated annually	
5.3.5	Evidence based health promotion is delivered in partnership (informing and supporting)	NHS Alison McGrory	Case studies presented at annual Health & Wellbeing Partnership Day	4 case studies	
5.3.6	Improve wellbeing in sexual health and reduce risk of blood born viruses	NHS Laura Stephenson	Implementation of Highland and Argyll and Bute Sexual Health and HIV Action Plan 2013 - 2015	Plan Implemented	

SHORT TERM OUTCOME 5.4 Mental health and wellbeing is improved.

Short term outcome lead - Samantha Campbell, NHS

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
5.4.1	Promote and build social networks to improve mental health	AVA Chief Executive	Increase number of peer support groups	6	March 2015
5.4.2	Mental health and wellbeing training and awareness targeted at community planning partners	NHS Samantha Campbell	Number of attendees attending courses addressing mental health and wellbeing issues	Greater number of people with an awareness on mental health and wellbeing (this year will establish baseline)	
5.4.3	Implement systems which support all people who have lost others to suicide either in a professional or personal capacity	Choose Life Tracy Preece	Increase public visibility and awareness of support options (SOBS, Samaritans, GSH) by information provided through GP practices	>99% of GP practices have received information on bereavement by suicide	

5.4.4	Provide a comprehensive training programme for suicide and self-harm	Choose Life Tracy Preece	% of frontline NHS staff trained	50%	
			People attending training are able to use skills learned	Training participants report that they make use of the skills that they have developed	

SHORT TERM OUTCOME 5.5 We have accessible high quality services which improve quality of life and wellbeing					
Short term outcome lead - Allen Stevenson, ABC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
5.5.1	Integrate health and social care services in Argyll and Bute	NHS / Argyll and Bute Council Service Development Manager	Establishment of joint board and management structure	Sign off by Scottish Government	March 2015
5.5.2	Deliver services that assist with the reablement of older persons	NHS Mary Wilson	Implement reablement strategy	Strategy in place	
5.5.3	Redesign services to ensure that older people can live healthy active lives in their community	Joint Commissioning Group Operations Director CHP	Implement Reshaping Care for Older People strategy <i>Altogether better long, healthy, active lives</i>	Strategy in place	

SHORT TERM OUTCOME 5.6 Our partners work together to ensure that we mitigate against the effects of poverty across Argyll and Bute					
Short term outcome lead - Judy Orr, ABC					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
5.6.1	The incidence of homelessness is reduced	Argyll and Bute Council Housing Services Manager	Support independent living by maximising Welfare Rights	£1.6 million	March 2015
			Repeat homelessness within 12 months	6%	
5.6.2	Improve energy efficiency in the housing stock within Argyll and Bute	Argyll and Bute Council Strategic Housing Forum Housing Services Manager	Increased number of houses that are energy efficient	900	

5.6.3 Ref 3.5.5	Reducing inequalities through employment/employability	Employability Partnership Chair	Continued fall in the % of those unemployed for over 12 months	5%
			The number of young people in S4, S5 and S6 making positive and sustained post-school transitions	95%
5.6.4	Investigate key interventions that could be supported in our communities to minimise the impact of poverty	Health and Wellbeing Partnership Chair	Evaluate impact of Health & Wellbeing Fund	Produce impact assessment
5.6.5	Ensure maximum impact from Scottish welfare fund	Argyll and Bute Council Revenues and Benefits Manager	Assistance provided through the fund is maximised	Increase the level of annual spend to 100% of the annual limit
5.6.6	Ensuring maximum uptake of available income & benefits	Argyll and Bute Advice Network Chair	All new housing benefit claims are processed within 23 days	100%
5.6.7 Ref 3.6.7	Adverse impacts of welfare reform are minimised	Argyll and Bute Welfare Reform Working Group Chair	Number of hours crisis intervention support delivered	13,000 hours support
			Number of households assisted through discretionary housing payments	800
			Number of tenants removed from spare room subsidy through tenants incentive scheme	25

Strategic Partnerships	Supporting strategies / plans
Argyll and Bute Advice Network Argyll and Bute Against Domestic Abuse and Violence Against Women Partnership Argyll and Bute Community Health Partnership Argyll and Bute Health and Social Care Partnership Argyll and Bute Local Access Forum Argyll and Bute Strategic Housing Forum Third Sector and Communities CPP Sub-group Health and Wellbeing Partnership	Health and Wellbeing Partnership Joint Health Improvement Plan Mental Health Modernisation and Strategic Framework for Mental Health and Well-being Reshaping Care for Older People A&B Integrated Children's Services Plan Local Housing Strategy NHS Highland Health Inequalities Action Plan.
Glossary of Abbreviations	
SOBS	Survivors of Bereavement by Suicide (previously known as SOBS)
GSH	Guided Self-Help

Argyll and Bute Community Planning Partnership

Single Outcome Agreement

2013-2023

**Overarching aim: Argyll and Bute's economic success is built
on a growing population**

**Delivery plan for Outcome 6:
People live in safer and stronger communities**

OUTCOME 6: People live in safer and stronger communities

Outcome Leads – Barry McEwan, Police Service of Scotland
- Paul Connelly, Scottish Fire and Rescue Service

Main areas of focus included within this outcome:

This outcome focuses on ensuring our communities feel safer and that Argyll and Bute is a safer place. We are supporting communities to become strong, resilient and self-reliant and ensuring the natural and built environment is safe, respected, valued and free of environmental crime.

Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)
NHS Highland (NHS)
Police Service of Scotland (PS)
Scottish Fire and Rescue Service (SFRS)
Third Sector Partnership (TSP)
Registered Social Landlords (RSL)

Equality outcome

Lead organisation

People better recognise hate crimes and incidents and feel confident reporting them.	Police Scotland/ NHS Highland
Individuals within and across protected groups feel safe and secure within their local communities.	Police Scotland/ Scottish Fire and Rescue
Victims of gender-based assault are safer and are confident that services are responsive to their needs.	Police Scotland/ NHS Highland
People from all Scotland's community groups are safer in their homes and on our roads.	Scottish Fire and Rescue Service/ Police Scotland
People from across all communities are enabled to live their lives free from hate crime, harassment and domestic abuse.	Scottish Fire and Rescue Service/ Police Scotland

SHORT TERM OUTCOME 6.1 Enhance the safety of women and children					
Short term outcome lead - Moira Paton, NHS					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
6.1.1	Provide support and assistance to all victims of domestic abuse and robustly manage offenders	Lead Organisation - Violence Against Women (VAW) Partnership/Police Women's Aid/Assist Responsible Post - Chair of VAW Partnership	Number of domestic abuse incidents reported to the police	Trend for domestic abuse incidents reported in Argyll and Bute is on a par with national trends.	2017
			Percentage of persons detected and reported for crimes in relation to domestic abuse	80%	
			% of Assist referrals prior to offenders attending court	Minimum 95%	2015
			Create robust Multi agency tasking and coordinating (MATAC) processes and Multi agency risk assessment conferences (MARAC) for high risk nominals	Creation of these processes	April 2016
6.1.2 Ref 4.1.1	To ensure we have effective partnership working in place to support the safety of children	Lead Organisation - Child Protection Committee/Social Work/Police/ Health/ Education/Trading Standards Responsible Post - GIRFEC	Increase % of pupils/youth groups participating in Alcohol/Drug /Internet Safety/Bullying inputs	Baseline established and target agreed	April 2015
			Number of Test Purchasing Operations	27 premises (12% increase of previous year)	Review March 2015
			% of Child Protection domestic/GIRFEC referrals to Early and Effective Intervention (EEI) coordinator, Social Work, Education, Health on next working day	100% compliance	Review March 2017

6.1.3	Enhance the safety of women by delivering in partnership education and prevention programmes	Lead Organisation - VAW Partnership Responsible Post - Chair of VAW Partnership	To monitor the number of Group 2 (sexual) crimes per 10,000 head of total population and compare against national trends	Trend for crimes reported in Argyll and Bute is on a par with national trends	Review March 2017
			Increase % of participants in presentations delivering education and prevention information to reduce risk from sexual crimes	Baseline finalised and target agreed	

SHORT TERM OUTCOME 6.2 Enhance the safety of vulnerable groups					
Short term outcome lead - Marlene Baillie, Police Scotland					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
6.2.1	Develop effective partnership working and referral processes to protect vulnerable individuals and groups	Lead Organisation - Police Scotland/ Scottish Fire and Rescue Service/Social Work/Health/Adult Protection Committee (APC) Responsible Post - Police Scotland	Create Police Vulnerability/Concern Hub	Creation of Hub	Dec 2014
			Integrate Partners with full functionality within Vulnerability/ Concern Hub	Partners will be integrated	June 2015
			Average 10 days between investigation and adult protection case conference.	Minimum 95% compliance	March 2015
6.2.2 Ref 4.1.8	Ensure people are safe in their homes and the risk of harm and injury is reduced	Lead Organisation - Police Scotland/ Scottish Fire and Rescue Service / Social Work / Health / APC Responsible Post - Police Scotland/ Scottish Fire and Rescue Service	Priority given to referrals for home fire safety visits to those most at risk	94% of all HFSVs will be delivered to those identified as high/medium risk	Review March 2017
			Number of joint operations to target Bogus Crime / doorstep crime	Undertake minimum of 15 operations	March 2015
			% reduction in housebreaking	Reduce domestic housebreaking by 3% of previous year	Review March 2017

			% increase in number of persons detected and reported for housebreaking arrest / report rate	Increase by 3% of previous year persons detected and reported	
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SHORT TERM OUTCOME 6.3 Tackle disorder, anti social behaviour and violent crime					
Short term outcome lead - Gary Stitt Police Scotland					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
6.3.1	Ensure effective multi agency tasking processes are in place to tackle disorder, antisocial behaviour and assaults through identification of hot spot locations and the management of repeat offenders.	Lead Organisation - Police Scotland/ Community Safety Tactical Group Responsible Post - Police Scotland/ MATAAC Chair	Stronger integration of the community safety strategy within the community planning framework	Integrated Community Safety Plan in place	Oct 2014
			Development of more effective partnership working based upon tasking and coordinating approaches to achieving outcomes	MATAAC for ASB / Outcome 6 is fully established	April 2015
			Number of Incidents of antisocial behaviour	Reduce by 5%	March 2015
			To maintain the low levels of serious violent crimes (murder, attempted murder, serious assault and robbery) in Argyll and Bute	Annually maintain low levels of serious violent crime	
			Number of other crimes of violence (Common Assault)	Reduce common assault by 2%	
6.3.2	Ensure effective multi agency processes are in place to tackle serious and organised crime by targeting offenders and groups who cause harm to our communities and ensure positive interventions where appropriate.	Lead Organisation - Argyll and Bute Serious Organised Crime (SOC) Interventions Group Responsible Post - Chair of SOC Interventions Group	Monetary sum of Proceeds of Crime Act (POCA) seizures	Maintain the achievements of the previous year.	March 2015
			Number of persons detected and reported for drugs supply within the Division	Increase by 3%	
			Number of partnership interventions within the Division	Create robust partnership intervention process in relation to those individuals involved in drug supply	April 2015
			Increased community awareness through presentations to reduce risk from serious and organised crime	Baseline target established and target set	April 2015

6.3.3	Reduce access to public funds by Serious Organised Crime groups by reviewing current practices in public sector procurement policies and processes.	Lead Organisation - Argyll and Bute Serious Organised Crime (SOC) Interventions Group Responsible Post - Chair of SOC Interventions Group	Monetary sum of legitimate enterprise that is prevented from reaching organised crime, within Division	Maintain the achievements of previous year	Review March 2017
			Compliance with procurement auditing processes	100%	
6.3.4	Reduce the number of deliberate fires by improved partnership working, information sharing and targeting of offenders	Scottish Fire and Rescue Service Head of Prevention and Protection	Number of wilful fire raisings	Reduce by 3%	Review March 2017
			Number of persons detected and reported for wilful fire raising	Increase by 3%	

SHORT TERM OUTCOME 6.4 Improve environment, transport and fire safety					
Short term outcome lead - Eddie Renfrew, Scottish Fire and Rescue Service					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
6.4.1	Reduce non domestic and secondary fires by engaging with local businesses including farming community	Lead Organisation - Scottish Fire and Rescue/ Argyll and Bute Fire Group Head of Prevention and Protection	Number of fire safety enforcement audits for business premises	500 Enforcement Audits to be undertaken during 2014-15	Review March 2017
			Number of reports of secondary fires	Annual reduction of 5% against 2013-14	
6.4.2 Ref 2.1.1	Through effective partnership working and information sharing, reduce the no. of serious and fatal road traffic collisions on our roads	Lead Organisation – Argyll and Bute Road Safety Group Responsible Post - Chair	Number of people killed or seriously injured on the road network within Argyll and Bute	To reduce incidents of previous year	Review March 2017

6.4.3 Ref 4.1.9	Deliver education and prevention inputs to groups identified as high risk road users		Number of positive interventions	Baseline target established and set target April 2015	Review March 2017
			Number of Road Traffic Accidents	Figures to be published in June	
6.4.4	Work in partnership with services and community groups to identify and improve the environment from vandalism, littering, dog fouling, fly tipping, wild camping and wildlife crime	Lead Organisation - Argyll and Bute Council Responsible Post - MATAC Chair and Community Safety	% of citizens panel respondents who identify environmental issues as a concern, in the Community Planning Consultation.	Reduction in percentage of identified concerns from previous year.	March 2015
			Number of prevention/ intervention/ education awareness raising events	Baseline target established and set target April 2015	
6.4.5	Promote safety awareness in relation to the variety of activities in and around bodies of water to reduce the risk of personal injury and harm as well preventing damage to the environment	Scottish Fire and Rescue Service/ Development and Infrastructure Service/ Community Safety Tactical Group	Create a multi agency approach promoting water safety and accident prevention which compliments frontline responder initiatives for water safety	Multi agency approach established	Review March 2017

SHORT TERM OUTCOME 6.5 Reduced impact of alcohol and drug misuse on communities					
Short term outcome lead - Megan Harris, ADP Coordinator					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
6.5.1 Ref 5.3.3	People receive early and brief interventions that are effective in reducing consumption of alcohol	Argyll and Bute Alcohol and Drugs Partnership (ADP)	Number of Alcohol Brief Interventions carried out	1066 Alcohol Brief Interventions carried out annually	March 2015
6.5.2	People in Argyll & Bute receive appropriate and timely support for drug and/or alcohol problems	Responsible Post - ADP Coordinator	% of referrals in treatment within 21 days	90% of clients starting treatment within 21 days of receipt of the referral	2017

6.5.3	Licensing forum and licensing board are aware of the effect of alcohol on communities and individuals and support improved decision making in geographical areas		Regular reports to the Licensing Forum and Board on public health impacts of alcohol consumption in the geographical localities of Argyll and Bute	Frequency of reports and data to be agreed with licensing board by October 2014	Oct 2014
6.5.4	Reduction in drug related morbidity and mortality		Number of Naloxone kits issued	Baseline to be established by April 2015	2017

SHORT TERM OUTCOME 6.6 Stronger, resilient and more involved communities					
Short term outcome lead - Charles Reppke					
Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
6.6.1	Work in partnership and support Community Councils to develop community emergency plans.	Lead Organisation – Local Resilience Partnership Responsible Post – Civil Contingencies Manager	Number of Resilience Plans completed	100% Community Councils with emergency plans complete	December 2015
6.6.2	Develop training programme to test and review community emergency plans	Lead Organisation - Local Resilience Partnership Responsible Post – Divisional Coordinator, Police Scotland	Number of plans tested annually	6 exercises in year 1	March 2015
6.6.3	Reduce the risk from terrorism through effective multi agency processes	Lead Organisation - Argyll and Bute Multi agency CONTEST Group Responsible Post - Chair of CONTEST Group	Increased community awareness through presentations to reduce risk of terrorism	23 events annually	

6.6.4	The third sector works to achieve sustainability and improve resilience (e.g. breadth of income streams)	Lead Organisation - Third Sector Partnership / Community Development / HIE Responsible Post – Third Sector Partnership (Glenn Heritage)	Number of volunteers	Increase by 10%	
			Amount of funds leveraged into Argyll and Bute to support third sector provided services	£1.3 million	March 2015
			Third Sector groups given advice, support and training to up skill	80 groups	March 2015
			Deliver governance and charity law sessions to strengthen board and leadership	20 workshops / training	
6.6.5 Ref 3.6.7 and 4.7.1	Communities are empowered through peer, social and third sector connections to work and play together and to have a voice which is heard	Lead Organisation - Third Sector Partnership Responsible Post – Third Sector Partnership	Number of young people engaged in topical debate and in community planning / consultations .	300	By March 2015
			Number of older people engaged e.g. in Grey Matters and involved in services design and delivery	120	
			Number of intergenerational opportunities / events facilitated	50	
			Number of initiatives / projects developed to support communities	30	

Strategic Partnerships	Supporting strategies / plans
Area Community Planning Groups Community Safety Partnerships Alcohol and Drugs Partnership Adult Protection Committee Child Protection Committee Argyll and Bute Strategic Housing Forum Violence Against Women Third Sector and Communities (CPP Sub Group)	Local Police Service of Scotland Plan Local Scottish Fire and Rescue Plan Third Sector Partnership Business Plan HIE Resilient Rural Communities Policy Community Engagement Strategy Alcohol and Drugs Partnership Strategy Local Housing Strategy Third Sector and Communities Plan Community Safety Strategy

Glossary of Abbreviations	
APC	Adult Protection Committee
ASB	Antisocial Behaviour
BME	Black and Minority Ethnic
CONTEST	UK Government Counter Terrorism Strategy
CPC	Child Protection Committee
CPP	Community Planning Partnership
EI	Early and Effective Intervention
GIRFEC	Getting It Right For Every Child
LGBT	Lesbian, Gay, Bisexual, Transgender
MATAC	Multi Agency Tasking and Coordination
MARAC	Multi Agency Risk Assessment Conference
POCA	Proceeds of Crime Act
VAW	Violence Against Women