



Argyll and Bute Outcome Improvement Plan

2013-2023

**Previously the Single Outcome Agreement /
Community Plan**

produced by the Argyll and Bute Community Planning Partnership





contents

Argyll and Bute

Outcome Improvement Plan

Incorporating the Single Outcome Agreement

2013-2023

produced by the Argyll and Bute Community Planning Partnership



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Argyll and Bute Community Planning Partnership on 01546 604464

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introduction

The Argyll and Bute Outcome Improvement Plan sets out the Community Planning Partnership's (CPP) vision for achieving long term outcomes for communities in Argyll and Bute.

The CPP recognises that the context for delivering outcomes is challenging, with public sector reform, welfare reform and poor economic forecasts all impacting nationally and locally.

The Community Empowerment (Scotland) Act requires Community Planning Partnership's to produce an Outcome Improvement Plan to replace the Single Outcome Agreement (SOA) which was in place from 2013-2023.

Planning for the Argyll and Bute Community Plan and Single Outcome Agreement commenced in June 2012, instigated by the Scottish Government's desire to have all Community Planning Partnerships develop strategic plans in close consultation with their communities.

This plan is supported by shorter term delivery plans which are reviewed regularly through the CPP Management Committee and Area Community Planning Groups.

Having participated in the development of the plan, communities are encouraged to monitor the implementation process by visiting the CPP's website at

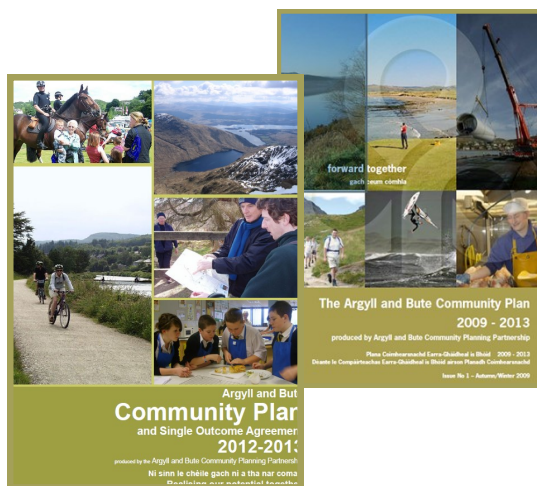
www.argyll-bute.gov.uk/council-and-government/community-planning-partnership

Community planning partners, their staff, elected members, and members of the wider community are to be congratulated on the tremendous joint effort and commitment of time that has been invested in the preparation of this Plan. Through the implementation process and future reviews, it is hoped that our aspirations will have come to fruition and have improved the quality of life for communities throughout Argyll and Bute.

community planning in Argyll and Bute

The **Argyll and Bute Community Planning Partnership** was set up in 2001 to coordinate the delivery of services and other activities in Argyll and Bute to improve the quality of life and physical environment for residents and visitors to the area.

Argyll and Bute's first Single Outcome Agreement was agreed with the Scottish Government in August 2009 and covered three years, from 2009 to 2012, highlighting outcomes to be achieved in that period. The Community Plan and Single Outcome Agreement 2012-2013 was a one year plan which brought us to the end of the 2009-2013 Community Plan timeframe.



This ten year plan will continue to ensure that Argyll and Bute contributes to the delivery of the Government's 16 national outcomes and delivers better outcomes for our communities.

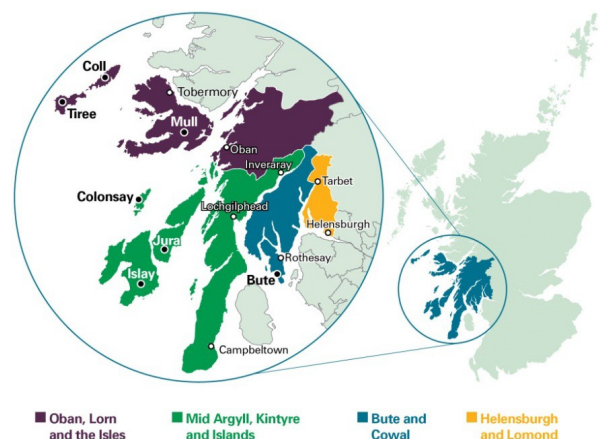
The Argyll and Bute Outcome

Improvement Plan focuses on what residents have told us is most important to them. This plan sets out the overall direction and vision for the area until 2023 together with our approach to the main issues that face Argyll and Bute. All the partners are committed to this ten year plan and partners will reflect the key issues in their own plans as appropriate.

Geography

understanding Argyll and Bute

Argyll and Bute is bounded by the urban areas of Helensburgh and Dunoon along the Clyde, Loch Lomond to the East, the Mull of Kintyre to the south, Atlantic Islands to the west, and the Sound of Mull and Appin to the north. It covers an area of 691,000 hectares making it the second largest local authority area in Scotland. Our area has the third sparsest population density of the 32 Scottish local authority areas, with an average population density of just 13 persons per square kilometre.



Source: Audit Scotland

Geography cont.

Argyll and Bute has 23 inhabited islands (Census 2011) more than any other local authority in Scotland with around 17% of the population living on Islands (Census 2011). The area is also home to several long sea lochs, which bisect the landscape and along with the islands give Argyll and Bute a very long coastline and a higher level of reliance on ferries for travel. Almost 80% of the population live within one kilometre of the coast (Scottish Coastal Forum, 2002).

The main settlements tend to be at the extremity of the mainland area creating significant population dispersion in addition to low population density. The population is broadly split between those who live in settlements of 3,000 or more people (48%) and those who live in settlements of fewer than 3,000 people or outwith settlements altogether (52%) (NRS 2011 Mid-Year Estimates; SG Urban-Rural Classification 2011- 2012).

The size of the area and population dispersion require multiple facilities for service delivery to ensure services are delivered close to users and communities. The distance between main settlements and use of ferry services create challenges in terms of reliability, time and cost of travel. The geography of Argyll and Bute cannot be changed so the challenge is how to maximise the advantages it offers and minimise the impact of any real or per-

ceived obstacles.

The importance of the natural environment is indicated by the 121 Sites of Special Scientific Interest (SNH, as at December 2012) that have been designated within the area, which in total cover almost ten per cent of Argyll and Bute's land area. Additionally, almost thirty per cent of the Loch Lomond and the Trossachs National Park area falls within the local authority's boundaries.





Population and Demographics

The total population of Argyll and Bute is 88,166 based on the 2011 census. This compares to a total population for the area of 91,306 in the 2001 census, a reduction of 3.4%. Argyll and Bute was one of only 4 local authority areas to show a decrease in population. Future population projections suggest a reduction in total population of 7.2% from 2010 to 2035.

The change in population from 2001 to 2011 is different across the 4 areas of Argyll and Bute as set out below.

Helensburgh and Lomond –7.5%
Bute and Cowal –4.8%
Mid Argyll, Kintyre and Islay –3.6%
Oban, Lorn and the Isles +4.3%

The decline in population experienced to date and that projected in the future presents a significant challenge to the overall viability of the area. This challenge is made more difficult by the variation in population changes over the areas within Argyll and Bute. How does the CPP build on existing success in areas that have actual or potential for growth whilst at the same time turning round the position in areas where decline is projected?

In addition to the changes in total population the demographic balance is also changing. The table below shows

the change in population over age cohorts projected for 2010 and 2035 and also the changes in demographics between 2001 and 2011.

Age Range	Change 2001 to 2011	Projections 2010 to 2035
Under 15	-16.6%	-8.7%
15-64	-5.2%	-14.4%
Over 65	+15.0%	+39.7%

More people living longer is a real success. The demographic changes do however create a number of challenges. These challenges range from changes to service delivery requirements for CPP partners, the availability of people to join the overall workforce in Argyll and Bute, a smaller pool of people creating wealth and how to enhance the economic or community contribution made by people.



Economy and Employment

Argyll and Bute's economy is predominantly service-based. Over 85% of employee jobs in the area are provided within the service sector. 14.9% of employee jobs in Argyll and Bute are in tourism-related activities compared to a Scottish average of 8.9% (Office for National Statistics (ONS) Annual Business Inquiry employee analysis, 2008 data (NOMIS, March 2013)).



Economy and Employment cont.

Argyll and Bute has relatively high levels of employment in agriculture, forestry and fishing (6% compared to a Scottish average of 2%) and public administration, education and health (36% compared to a Scottish average of 31%). Fewer people in Argyll and Bute work in manufacturing (3% compared to a Scottish average of 8%). In 2012 there were 52,700 people of



working age (males and females aged 16-64) in Argyll and Bute. Of these, 75.6% (40,800) were economically active. This proportion is similar to the Scottish average of 76.9% (ONS Annual Population Survey, April 2012-March 2013 data (NOMIS, October 2013)). Within this group, the majority of workers (57.5%) were employees. Rates of self-employment (12.1%) are noticeably higher than the Scottish average (7.88%).

Figures from the ONS Annual Population Survey (April 2012-March 2013 (NOMIS, October 2013)) suggest that Argyll and Bute has a slightly higher proportion of directors, managers and senior officials amongst

its workforce than the Scottish average (Argyll and Bute: 11.0%; Scotland: 8.6%). A relatively high proportion of employment in skilled trades (12.8% in Argyll and Bute (ONS Annual Population Survey (April 2012-March 2013 (NOMIS, October 2013))) is driven by the agricultural sector. The proportion of people employed as process, plant and machine operatives is low (4.9% in Argyll and Bute), in line with the low proportion of people employed in manufacturing. The relatively high percentages of associate professional and technical jobs in the Commuter Belt identified in the Census result from the presence the naval base at Faslane, as service men and women fall into this group.

Development of the economy and increasing and improving employment opportunities will require investment to ensure infrastructure is not a barrier to growth and that support for education, skills and training creates the conditions to develop an appropriately skilled and experienced workforce.

Gross Value Added is an indicator of wealth creation and measures the contribution to the economy of each individual producer, industry or sector. Over recent years Argyll and Bute has witnessed an improvement with regard to its GVA per employee figures.

Economy and Employment cont.

At the Argyll and Bute local authority area level key sectors such as manufacturing, construction, services and tourism are 90%, 123%, 82% and 93% respectively of the Scottish average.

According to the Annual Survey of Hours and Earnings (ASHE) (NOMIS, May 2012), in 2012 the average resident in Argyll and Bute earned £462 per week, 7% lower than the average for Scotland.

Unemployment rates in Argyll and Bute are below the national average although, because of the high levels of seasonal employment in the area, rates vary according to time of year.

There are a number of challenges relating to economy and employment. A high dependence on seasonal industries results in many challenges whereby workers may take multiple jobs during the summer period to maximise income and look for other jobs when the “season” is over or commute to other areas to seek employment or higher earnings. In general terms GVA and income is lower than the Scottish average. There is a higher dependency on seasonal industries and the public sector than in other areas.

Argyll and Bute also has a range of opportunities where it possesses factors of competitive advantage that when

taken in their entirety makes it a unique local economy and one that has much to offer Scotland’s long-term economic growth and security. These include an abundance of sustainable economic assets especially in terms of renewable energy, forestry, quality food and drink and tourism, and its boundary with Scotland’s Central Belt.

Marine science and culture and heritage are further areas of significant growth potential. In addition to pursuing growth



in these key sectors it is also important to ensure there is a focus on supporting existing businesses to grow as well as developing new businesses.

Deprivation

The Scottish Index of Multiple Deprivation (SIMD), produced by the Scottish Government, identifies small-area concentrations of multiple deprivation across Scotland. The SIMD is produced at datazone level. There are 6,505 datazones in Scotland and 122 datazones are in Argyll and Bute.



and addressing deprivation and its causes. It is clear that inequalities do exist within Argyll and Bute and the CPP must plan to address these.

Deprivation cont.

The results for Argyll and Bute from the SIMD 2012 show

- 10 datazones in Argyll and Bute in the 15% most overall deprived datazones.
- 9 datazones are in the 15% most income deprived datazones.
- 8 datazones are in the 15% most employment deprived datazones.
- 12 datazones are in the 15% most health deprived datazones.
- 41,738 people live in the 53 datazones (43%) that are amongst the 15% most access deprived datazones.
- 13 of Argyll and Bute's datazones – more than 10% – are in the 1% most access deprived datazones.

The most access deprived datazone in Scotland covers the islands of Coll and Tiree.

All of the datazones that are in the 15% most Overall, Income, Employment and Health deprived datazones in Scotland are in our main towns. Conversely, Access Deprivation is most pronounced in our rural areas.

Deprivation does exist in its various forms in Argyll and Bute. Where it relates to income, employment and health it tends to be dispersed in small concentrations in our main towns. Given the dispersed nature of Argyll and Bute this creates challenges in identifying



Health

Physical inactivity is a significant health issue nationally and in Argyll and Bute. It contributes to many long term health conditions such as CHD, diabetes and some cancers, as well as being overweight and having high blood pressure.

There are strong links between increased physical activity levels and improved mental wellbeing.

Mental health problems are very common in Scotland with one in 4 people experiencing them during their lifetime.

This has a significant impact on local areas and economies, for example worklessness and demand for healthcare services.

The World Health Organisation recognises the importance of mental health improvement and states “there can be no health without mental health”.



Health cont.

In 2011 it was estimated there were 770 problem drug users in Argyll & Bute which was a 40% increase from 2006.

The level of experimentation with and use of alcohol by young people is higher in Argyll and Bute than the rest of Scotland. In overall terms the rate of deaths from drugs and alcohol is lower in Argyll and Bute than for Scotland as a whole.

Life expectancy 75.8 and 80.4 is above Scottish average 74.5 and 79.5. Our healthy life expectancy is 68.5 years (males) and 72.5 years (females) compared to the Scottish average of 66.3 (males) and 70.2 (females) (1999-2003; ScotPHO).



Education

The educational attainment in Argyll and Bute is above the national average in most measures and in 2011-12, 90.1% of school leavers achieved a positive and sustained destination.

Schools increasingly offer access to a

range of wider qualifications to assist pupils with vocational routes providing access to FE/HE courses in schools.



A total of 563 pupils accessed skills for work through 20 courses in 2012-13 with 1,491 pupils accessing wider qualifications through 31 courses in 2012-13. At least 240 adults per quarter (approx. 0.26% of the population) access adult learning network service provision across Argyll and Bute.



The challenge is to ensure we can create opportunities to retain and encourage young people to further their education, develop skills and build careers, business and fulfilling lives in Argyll and Bute.





Our Challenges

The key challenges we face relate to:

Our geography – A highly rural area with many small communities, often separated by water. Access to the area and to key services are perennial challenges.

Reducing population – The projected decline in total population is a real threat to the viability of the area with a potential to adversely impact on the economy/wealth creation, workforce availability and efficient service delivery.

Changing population – With more extremes than most of Scotland we face increasing costs and challenges to deliver services to older people and we need to encourage younger people to move to the area so that our economy can grow.

Economy – Unlocking the opportunities offered by its significant, sustainable economic assets for the benefit of its communities and the competitiveness and security of the Scottish and EU economies.

Employment – Developing education, skills and training to maximise opportunities for all and create a workforce to support economic growth.

Infrastructure – Improving and making better use of infrastructure in order to promote the conditions for economic growth including enhancing the built environment and our town centres.

Sustainability – Ensuring a sustainable future by protecting the natural environment and mitigating climate change.

Health – Improving health and well being and reducing health inequalities.

Deprivation – Inequalities exist in Argyll and Bute so we need to improve how we identify and implement action to address them.

People on the fringe – Many of our communities are very isolated and risk collapsing as population changes take affect alongside urban communities where deprivation can create real hardships.





Planning for success

The evidence collated in understanding Argyll and Bute sets out a clear threat to the future success of the area. Whilst there are a range of social and community challenges by far the most significant challenge facing the area relates to the economy and population.

Unless these specific issues are addressed the scope and capacity to address some of the other challenges facing Argyll and Bute will be greatly reduced.

There is a clear choice between managing decline and committing to creating a virtuous circle based around stabilisation and growth of the economy and population leading to improved social and community factors.

The overall objective of the plan for the 10 years to 2023 is –

Argyll and Bute's economic success is built on a growing population.

This outcome is entirely supportive of the 6 national policy priorities set out in the national guidance on community planning and will also see Argyll and Bute contribute to the national outcomes for Scotland.

Long Term Outcomes

To achieve the overall objective set out

above 6 long term outcomes have been identified. These outcomes will support the overall objective of “Argyll and Bute’s economic success is built on a growing population” and also address the 6 national policy priorities for community planning.

The 6 long term outcomes are set out below.

In Argyll and Bute:

- 1. The economy is diverse and thriving.**
- 2. We have infrastructure that supports sustainable growth.**
- 3. Education, skills and training maximises opportunities for all.**
- 4. Children and young people have the best possible start.**
- 5. People live active, healthier and independent lives.**
- 6. People live in safer and stronger communities.**

To achieve each of the 6 long term outcomes will require significant commitment and effort by all partners and also from the whole of Argyll and Bute.

The approach for each long term outcome will be place based recognising the economic, social and physical issues faced by our communities:

- Develop a clear policy and strategy for the outcome.
- Identify the actions that are required. (prevention / equalities)

- prepare delivery plans that are clear around resources and risks.
- Identify the success measures and milestones.
- Allocate responsibility to partners so there is clear line of sight.

This approach will be backed up by Plan, Do, Check, Act cycle to ensure progress is monitored, lessons are learned and plans and procedures updated.

Performance will be managed quarterly and annually and also over the 10 year period of the plan.

On a quarterly basis performance will be monitored to assess whether actions or milestones have been achieved or are on track. Related to the long term outcomes the emphasis will likely be on input measures or that things have been done or are on track.

Annually performance will be assessed based on performance measures developed as part of detailed planning. These will measure the impact activities are having and will be more output focused. Again this will relate to the long term outcomes. The national outcome indicators and other national indicator sets will be used to assess long term progress and also the comparative performance of Argyll and Bute over the 10 year life of the plan. This will assess the issue of “so what difference is this making?”.

The national guidance on community

planning set out 6 national policy priorities for community planning. These were:

1. **Economic recovery and growth;**
2. **Employment;**
3. **Early years;**
4. **Safer and stronger communities, and reducing offending;**
5. **Health inequalities and physical activity; and**
6. **Outcomes for older people.**

The 6 long term outcomes for Argyll and Bute contribute to the national priorities for community planning.

Further detail on each long term outcome including our vision of success in 10 years are set out on the pages that follow.

Argyll and Bute Long Term Outcomes	Relates to National Policy Priorities
The economy is diverse and thriving	Economic recovery and growth and Employment;
We have infrastructure that supports sustainable growth.	Economic recovery and growth
Education, skills and training maximises opportunities for all.	Economic recovery and growth and Employment;
Children and young people have the best possible start.	Early years and Health inequalities and physical activity
People live active, healthier and independent lives.	Outcomes for older people and Health inequalities and physical activity
People live in safer and stronger communities.	Safer and stronger communities, and reducing offending

outcome 1

In Argyll and Bute the economy is diverse and thriving

What success will be like in 10 years

A thriving broad based economy that has realised its full contribution to Scotland's economic development via the growth in sectors such as renewables, tourism, food and drink, marine science and digital knowledge economy. Helensburgh and Lomond will be a thriving local economy based on a growing employment base and further integration with the wider west of Scotland labour market. The opportunities and potential for growth in Oban and Lorn are being developed and realised. Regeneration activity in Dunoon and Rothesay has transformed them in to thriving local economies. The success of Campbeltown / Machrihanish NRIP site is key to ensuring the local economy has a sustainable future. Overall increased levels of income and employment.

This is the progress we expect to make in 3 years

Contribution and role of Argyll and Bute to the Government Economic Strategy is understood and fully supported by national and regional agencies. Growing opportunities for onshore and offshore renewable energy throughout Argyll and Bute and an active local supply chain focused around the Campbeltown / Machrihanish NRIP site and opportunities around North Argyll.

European Marine Science Park occupied and a growing cluster of education, research and commercial activity at Dunstaffnage with future phases well advanced. Repositioning the Argyll and Bute tourism product and profile, increasingly active networks established, creating new tourism experiences, driving up added value locally, raising the quality of the accommodation across the area. A clear strategic and holistic focus on the regeneration challenges in Dunoon and Rothesay will begin to show positive results with opportunities



through improved connectivity being realised, increasing activity in the housing market and inward investment successes.

The delivery of a range of public and private sector investments in the Helensburgh and Lomond area has encouraged further economic development and investment opportunities that are significant at the regional level and that raise the area's profile.

outcome 1

...progress we expect to make in 3 years cont..

Business and commercial opportunities are promoted across all communities in Argyll and Bute and opportunities relating to key sectors such as tourism, the digital economy, food and drink (incl. whisky) and renewables are being exploited by local businesses.

This is where we are now

The business base remains narrow and the public sector is dominant. Access to finance and a lack of confidence has been acting as a brake on business investment. Low levels of research and development activity. Unemployment is subject to local variations but is above the regional average. High level of self employment and proportion of micro-businesses with few businesses of scale. Increasing numbers of businesses are beginning to explore exporting opportunities.

These are the key strategies and delivery plans

A separate strategy for economic recovery and growth is being developed that will set out how the CPP plans to take this forward. This will supplement existing plans and commitments from Highlands and Islands Enterprise Operating Plan, Scottish Enterprise and the Council's Economic Development Action Plan, the CPP's Renewable

Energy Action Plan and the work of the Business Gateway team.

Existing partnerships around renewable energy (Argyll and Bute Renewables Alliance) and tourism (Argyll and the Isles Strategic Tourism Partnership) will be supplemented by other sector specific partnerships and enhanced engagement with the business community at a local level and Argyll and Bute wide to drive delivery, outcomes and impacts and ensure we create the right conditions for economic growth.

These are some of the main areas of focus included within this outcome



Business growth, sustainability and start up. Development of specific sectors – tourism, marine science, renewables, digital economy, culture and heritage, food and drink and traditional sectors. The impact of and opportunities offered by the Maritime Change programme will also be relevant.

outcome 2

We have infrastructure that supports sustainable growth

What success will be like in 10 years

Long term strategic infrastructure planning undertaken in partnership with the Scottish Government and the private sector has improved Argyll & Bute's road, rail, ferry, air and wider transportation infrastructure to support the growth of our economy and the sustainability of our communities. The development of the electrical transmission and distribution grid has been strengthened to support the continued development of renewable technology and to provide additional community resilience. The water utility infrastructure continues to be developed in both our town and rural areas to support economic development and housing.

In ten years, Argyll and Bute will have



world class digital and mobile infrastructure that promotes sustainable economic development, community resilience and service delivery and makes Argyll & Bute a more compelling place to live and work.

Investment in housing and community facilities support sustainable economic

growth and along with regeneration of our town centres and built environment enhance the competitiveness of Argyll and Bute.

This is the progress we expect to make in 3 years



Programme of A83 improvements completed by Transport Scotland. A82 improvements at Pulpit Rock & Crianlarich completed and further improvements between Tarbet and Crianlarich identified within a funded programme. Council progresses its policy objective of ongoing improvement to road condition through its commitment to its Roads Asset Management & Maintenance Strategy. Establishment of a high quality and reliable town centre to town centre vehicular ferry service between Dunoon & Gourock and upgrade of supporting shore side and public transportation infrastructure and services.

Timetable for the Campbeltown—Ardrossan ferry service finalised. Future of the Council's ferry services determined. Future of the Kerrera ferry service determined.

Improved rail connectivity from Oban, Bute & Cowal and Helensburgh and Lomond to Glasgow and Edinburgh with the six Glasgow-Oban services and continued sleeper connectivity.

outcome 2

...progress we expect to make in 3 years cont..

Introduction of new Park and Ride opportunities in Helensburgh and Dunoon; particularly those providing commuter links to Glasgow. Over 80% of the Argyll and Bute communities within the Next Generation Broadband area will have access to the improved service, as will 100% in the Helensburgh area through the Rest of Scotland programme.

Improved connectivity between Argyll & Bute's island and mainland airports with Glasgow Airport and with the Western Isles. Completion of the construction of the Carradale-Hunterston undersea grid link. Delivery of the Strategic Housing Investment Plan 2013-18.

This is where we are now

There is a perception that the infrastructure in Argyll and Bute is a barrier to growth. This is evidenced by under investment in infrastructure over a number of years by both private and public sectors and poor mobile phone and broadband services, lack of electricity grid capacity and standard of the road network. Whilst there is a clear need to invest in improvements to infrastructure much of the core asset base is sound. CPP partners have developed strengthening working relationships with the key public and private sector stakeholders and have approached the requirement to develop a more strategic and integrated approach towards policy development

through ABRA, HITRANs and through direct partnership working with Transport Scotland.

These are the key strategies and delivery plans

Across the CPP each partner has strategies and plans which will contribute to the development of infrastructure provision within Argyll & Bute. The development and resourcing of the proposed Strategic Infrastructure Plan, developed in partnership with the Scottish Government, will provide the mechanism to achieve the required improvement to infrastructure and housing needed to support the delivery of the SOA outcomes of economic and population growth. Other plans and strategies include - Local Development Plan, Economic Development Plan, Renewable Energy Action Plan, Roads Asset Management and Maintenance Strategy, Scottish Ferries Plan, Strategic Housing Investment Plan 2013-18, CHORD programme, HIE Operating Plan and plans for roll out of broadband.

These are some of the main areas of focus included within this outcome

This outcome includes the following infrastructure, housing, community facilities to support housing, 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).

outcome 3

Education, skills and training maximises opportunities for all.

What success will be like in 10 years

First class education and training opportunities attract people to Argyll and Bute. All young people have the opportunity to achieve a positive and sustained destination. Everyone has access to training and skills development opportunities of their choice.

Local labour market information shapes development of higher and further education curriculum and training. Aligning education, skills and training provision with labour market needs will maximises opportunity for people and ensure the supply of educated, skilled and trained people to support the local economy.

This is the progress we expect to



make in 3 years

Further progress in relation to the reduction in the number of young people leaving school without a positive and sustained destination. Schools have undertaken further curriculum

reform to support the new national qualifications and ensure young people have the opportunity to follow a programme tailored to their needs.

Increased opportunities for alternative qualifications. Closer links to local labour market analysis and the options offered by schools and Higher and Further Education providers.

The facilities and support required to support training in emerging and economic growth sectors will be



investigated building on the development of the SAMS facility in Oban. Increased opportunities for meaningful short and long term employment experience.

The corporate parenting support by CPP partners for Looked After Children is improved and is narrowing the inequality gap for them. Ongoing review of scope of skills and training development to reflect demand and take opportunities to increase scope and range of this provision.

outcome 3

This is where we are now

The educational attainment in Argyll and Bute is above the national average in most measures. Schools increasingly offer access to a range of wider qualifications to assist pupils with vocational routes providing access to FE/HE courses in schools.



There are increasing trends in the number of adults who are accessing activities supporting their literacy and numeracy. Independent, third and public sector providers offer a range of skills and training development.

These are the key strategies and delivery plans

Education Action Plan, Curriculum for Excellence Implementation Plan, Individual school improvement plans, Opportunities for All Development Plan, Argyll and Bute Skills Pipeline, Argyll and Bute Youth Employment Activity Plan, Third Sector Partnership Business Plan, Argyll and Bute Third Sector Interface Strategic Plan



These are some of the main areas of focus included within this outcome

Young people with a positive and sustained destination. Alignment of FE/ HE course provision with local labour market analysis. More adults with literacy, numeracy, or basic ICT issues are supported to access and progress in "first steps" learning opportunities. Primary, secondary and tertiary education and training/skills development.



outcome 4

In Argyll and Bute children and young people have the best possible start

What success will be like in 10 years

All our children will be more active and have increased opportunities to participate in play, recreation and sport. There will be an increase in improvement in children's health and wellbeing.

Reduced numbers of looked after children will be able to remain in their local community as a result of flexible support packages. Integrated delivery of public protection supports vulnerable children and young people. Continued development of high quality learning opportunities.

This is the progress we expect to make in 3 years

Literacy levels of children continue to improve. There are increased levels of participation for children and young people in physical activity. The treatment gaps in services for children and young people have been addressed with appropriate services.

Attainment of looked after children is improving and levels of exclusion reducing. Good quality support is available to allow children to remain within their own communities. Improved quality & consistency to ensure all children are protected from abuse,

neglect and harm. Involving users and communities in the design and delivery of services (co-production) is embedded across Argyll and Bute.



This is where we are now

Argyll and Bute has a comprehensive early years service offering good quality support to women through their pregnancy and beyond. Quality of assessment is improving however quality of care planning and risk assessment needs further support.

We are developing coproduction of all levels with children and young people in communities to inform how we build capacity and stability.

outcome 4

These are the key strategies and delivery plans

The Integrated Children's Service Plan will be the main document that will be used across all partners over the next three years to drive performance against key outcomes.



These are some of the main areas of focus included within this outcome

This includes ensuring 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, live within a family supportive environment, have the highest possible standards of physical and mental health, can access to positive learning environments and opportunities to develop skills and have

their voices heard and are encouraged to play an active and responsible role in 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.



outcome 5

People live active, healthier and independent lives.

What success will be like in 10 years

People are active and healthier across all dimensions of health and wellbeing. Those who are older, living with long term conditions or vulnerable are increasingly being supported to maintain their independence for as long as they choose. Life expectancy is still above the Scottish average with increasing healthy life expectancy. The health outcomes for those living in our most deprived communities are closer to those of our most affluent areas. Communities are active in co-producing the services they have aspirations for. People lead more active healthier lives through increased participation in sport and physical activity.

This is the progress we expect to make in 3 years

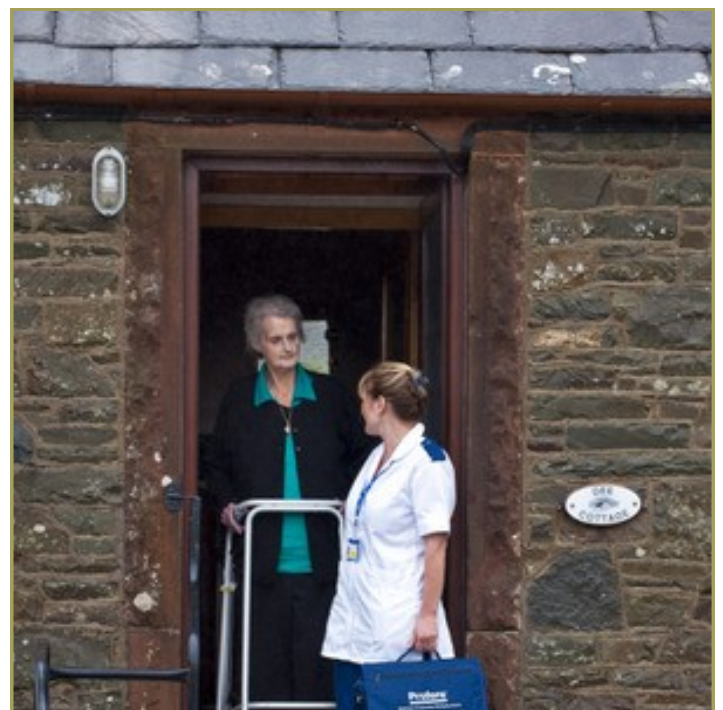
Continuing to be above the Scottish average in terms of life expectancy and healthy life expectancy. Work in place to reduce health inequalities and targeted to those most in need. Older people reporting that they feel supported to live independently where they choose. More people with health and care needs live at home or a homely setting. Fewer emergency admissions of older people.

This is where we are now

Argyll and Bute is above the Scottish average in terms of life expectancy. Our healthy life expectancy is 68.5 years (males) and 72.5 years (females) compared to the Scottish average of 66.3 (males) and 70.2 (females).

Within the area however we have health inequalities. These are manifest throughout our rural communities and are not easily measured. However we see the effect of these inequalities in our towns. There are 10 areas in total, within Campbeltown, Dunoon, Helensburgh, Oban and Rothesay, included in the 15% most deprived small areas in Scotland.

Most older people (65+) in Argyll and Bute look after themselves at home, with varying degrees of help. 3% are cared for in the 'formal' setting of a care home or similar.



outcome 5

These are the key strategies and delivery plans

There are many plans across the CPP and within individual partners, including: Health and Wellbeing Partnership Joint Health Improvement Plan; Mental Health Modernisation and Strategic Framework for Mental Health and Wellbeing; Reshaping Care for Older People; A&B Integrated Children's Services Plan; Housing Strategy and NHS Highland Health Inequalities Action Plan.

Healthier choices regarding alcohol and drugs and recovery from substance misuse.



Mental health improvement strategies are promoted by the CPP.

The gap between the best of and the worst off in Argyll and Bute is reduced.



These are some of the main areas of focus included within this outcome
Everyone has the opportunity to be active members of their community.

People are enabled to live independently, with meaning and purpose, within their own community.

People are empowered to lead the healthiest lives possible.



outcome 6

People live in safer and stronger communities

What success will be like in 10 years

We have safe and strong communities where our people live free from harm, fear and adversity in an equal society.

There are thriving and sustainable communities with increasing populations participating in and contributing to the economic, social and fiscal health of Argyll & Bute.

Our people are confident in the services which support quality of life through their own design and delivery of these services.

Our town centres are thriving and vibrant. Regeneration of the built environment enhances the competitiveness of Argyll and Bute.



This is the progress we expect to make in 3 years

A strengthened community safety partnership structure to ensure all communities are dynamic and sustainable. Evidence of safer, more

robust and healthy communities and reducing levels of inequalities.

Community engagement is enhanced and people choose to engage with the design and delivery of public services and understand safety is everyone's business.

Early intervention and prevention is beginning to deliver better outcomes.

Communities and public sector partners work collaboratively to make the best use of our natural and built environment and our culture and heritage with clear plans for development in place and investment underway.



outcome 6

This is where we are now

The communities in Argyll in Bute are safe places to live,. They are strong and vibrant in many area but we also have some areas where people are less engaged and where access and social deprivation challenge quality of life.

We have a good record in maintaining public safety and recognise that to improve this we must enhance our partnerships and make stronger local links which contribute to community life.

We have a proven record of voluntary action and communities working together and we have to build on current capacity and set foundations for greater sustainability and thriving community life.



These are the key strategies and delivery plans

The Community Planning partnership supported by local Police plan, Fire plan, Third Sector Partnership Business Plan, HIE Resilient Communities Policy and Community Engagement Strategy currently all drive this outcome. The local Area groups, Community safety partnerships and devolved ASB groups

again tactically drive the outcome, where it is essential that we look closer at the delivery and our ability to Task and Coordinate through our multi-agency partnerships. Outcome focused community safety plans developed.



These are some of the main areas of focus included within this outcome

Ensuring communities feel safer and that Argyll and Bute is a safer place. Supporting communities to become strong, resilient and self-reliant.

Ensuring the natural and built environment is safe, respected, valued and free of environmental crime.

Working in partnership to deliver outcomes effectively and efficiently ensuring best value. Increased culture and heritage activity.



Argyll & Bute Community Planning Partnership places equality, diversity and inclusiveness at the centre of all its services and actions.

Delivering against this we commit to reducing inequalities in all forms. In addition to those identified in the Equality Act 2010, our communities in Argyll and Bute face three key areas of potential inequality that we must ensure are planned for in the Argyll and Bute Outcome Improvement Plan. These are:

Geographical inequalities

Health inequalities

Economic Inequalities

To address these many and challenging issues will require an approach which reflects the principles of co-production and which embraces changes to economic, cultural and environmental conditions and prevailing circumstances, improving infrastructure to aid and overcome issues with access to services; and to strengthening communities and individuals.

Addressing these will require the CPP partners to collate evidence and identify where the agreed priority action areas are. This will be aligned with the strategic outcomes in the plan, identifying clear actions for delivery.

Geographical inequalities and a clear analysis of place will be further highlighted in the additional census information at local areas which will be published throughout 2013. This analysis

will inform the strategic approach to our communities and support the development of localised planning where this is a priority.

Economic inequalities, unemployment and under employment are key drivers for health and geographical inequalities. Low income is widely recognised as a driver for many other areas of inequality. The focus of the plan on economic activity and growth is fundamental to addressing this.

The Argyll and Bute Community Planning Partnership:

- * Understands its legal and ethical equalities responsibilities to service users, staff and communities
- * Builds its approach to equalities on human rights principles
- * Takes action to ensure services become inclusive and accessible to all
- * Uses Equality Impact Assessment, Equal Pay Audit and similar approaches to identify inequalities and ways of addressing them
- * Provides equalities training, development and support to its Management Board, staff and partners provides leadership on equalities and human rights
- * Collects monitoring information effectively, sensitively and in line with data protection law to assess levels of inequality and areas of concern
- * Through its partners engages with staff, service users and other stakeholders in order to understand their needs.

The CPP is committed to early intervention and prevention. Preventative spend is defined as “Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money”. Such an approach is essential if the challenges facing Argyll and Bute are to be addressed successfully and in a sustainable manner. The range of challenges facing Argyll and Bute is significant and wide ranging and a multi-faceted approach to prevention is required. Rather than identify a specific outcome related to prevention the CPP has embedded prevention in the Argyll and Bute Outcome Improvement Plan. Prevention is a key aspect of each of the long term outcomes.

Inequalities in health, education and employment remain a challenge and some of the problems faced by our communities have been resistant to improvement and have endured for decades.

The Community Planning Partnership is committed to breaking that cycle through prevention and early intervention. Critical to this is the continued improvements in integrating and sharing information between partners, analysing that information and ensuring that it is

used to develop a shared approach to achieve our outcomes.

Strategic Prevention Priorities

The proposals set out in the plan seek to address prevention in terms of:

- Addressing population decline to prevent the difficulties that will arise based on projected demographic change and population reduction.
- Ensuring a more economically active Argyll and Bute that contributes financially
- Improving the skills and attitudes of people to sustain success which will improve resilience and flexibility
- Investing in thriving and sustainable communities which will help reinforce the social, civic and community back up to support a preventative approach
- The commitments on inequalities which will see effort directed to improve the lives of the most vulnerable
- The specific outcomes around children and people living active healthier lives which is consistent with the objectives of prevention and early intervention
- Our commitment and approach to partnership working, working with third sector and co –production which will further embed early intervention and prevention at all level in Argyll and Bute

prevention

Prevention cont.

The Community Planning Partnership will:

- Identify key preventative activities already in place relating to each outcome
- Identify best practice and encourage wider replication
- Measure the resources committed to prevention and the scale of preventative activity; and
- Encourage and support opportunities to identify new approaches, and roll out or increase existing activity

Recent Scottish Government Change Funds have enabled us to develop joint planning and commissioning processes and preventative spending in relation to Early Years and Older People is now a priority. The recently formed Early Years Collaborative will identify evidence based preventative activities that can be replicated across Argyll and Bute. We know that by investing in early years we can reduce the potential problems of the future and challenge the link between poverty and poor attainment and achievement. Strategic prevention priorities will respond to the complex needs of adults and children experiencing inequalities. A vital part of improving the social and economic wellbeing of people in Argyll and Bute is to build the capacity within individuals

and communities. Empowering people to help themselves underpins the approach of the Community Planning Partnership. Through co-production we will provide services for people, with people. By doing this we not only build individual and community capacity but also enable people to secure better outcomes for themselves.

The approach to performance management will provide the evidence to allow us to assess our progress in relation to prevention and where it is necessary to change our approach to achieve better results.

engagement and empowerment

Argyll and Bute is an area defined by diversity of geography and of community. Engagement with and empowerment of our communities is essential to ensuring that Argyll and Bute Community Planning Partners design, develop and deliver the services that our communities need.

The partnership is currently consulting on a new Community Engagement Strategy that will help us all to learn more about community engagement and improve the way we work with different communities.

The Local Government in Scotland Act 2003 introduced community planning and made community engagement a statutory responsibility of all partner agencies. Importantly, it shifted the responsibility for participation, requiring agencies to engage *with* the community rather than asking the community to

engage with them.

The Community Planning Partnership will work with communities to

- ensure that citizens and other key stakeholders in Argyll and Bute have a voice and are able to influence the development of policies and strategies that will affect their lives.
- inform the way in which services in Argyll and Bute are planned and delivered.
- inform the process through which change can be achieved.
- develop relationships and ensure that our communication is open and clear, free from jargon and accessible to all.

The Scottish Government Review of Community Planning, Statement of Ambition, published in March 2012, makes clear that communities have a key role to play in helping to shape and co-produce better outcomes and that unlocking that potential requires CPPs to have a strong understanding of communities and to provide genuine opportunities to consult, engage and involve them.

To achieve this, we want to work alongside and listen to our communities by enabling communities to get involved in making services better and providing ways for communities to get and exchange information. We want to base our actions on the principles of co-production thereby strengthening communities and enhancing community resilience.

What is community engagement?

Community engagement covers many different activities carried out with the people who make up communities. At its core it is about making sure that people can participate in lots of different ways to make Argyll and Bute a better place to live, work, study and play. The Partnership has adopted the following definition of community engagement:

Community engagement is the process of involving communities in the development and management of services such as health, education and housing. It may also involve other issues which concern us all, or it may be about tackling the problems of a neighbourhood, such as crime, drug misuse or lack of play facilities for children.

Community engagement takes many shapes and forms. It can involve simple exercises in consultation through the formation of multi-agency partnerships with community representation at the centre.

Underlying effective community engagement is the commitment of service providers and planners to listen to those for whom services are being planned'. (Communities' Scotland, Community Engagement How to Guide)

engagement and empowerment



Benefits

There are many benefits that can be gained by both partner organisations and by citizens. The following can be achieved by listening to and working with communities:

- Plan and provide suitable and localised services that are tailored to the needs of the community
- Empower people to define the vision for their own community
- Provide information and opportunities for the public to be better informed
- Monitor & measure performance
- Encourage local people to become actively involved in the democratic process
- Build on 'responsible citizenship', cohesive communities with a shared sense of fairness and social responsibility.
- Improves relationship between partner agencies and the public
- Build capacity

Existing Mechanisms for Community Engagement



Within the Argyll and Bute Community Planning Partnership, there are many examples of engagement activity taking place and working towards Argyll and Bute Community Planning Partnership objectives. The CPP recently developed its Better Community Engagement Resource Pack and some of the community engagement and evaluation exercises are available online (<http://www.argyll-bute.gov.uk/community-life-and-leisure/communitydevelopment>). In addition, a number of physical resources are available on loan to CPP partners to assist engagement activities.



These can be found online at <http://www.argyll-bute.gov.uk/motivating-your-community>), or can be booked from the Council's Community Development team at communitydevelopment@argyll-bute.gov.uk.



While the list below may not be exhaustive, it does suggest that there is a range and diversity that gives citizens and other stakeholders an opportunity to feel that their views are gathered by various providers of services.

- Area Community Planning Groups
- Citizens' Panel
- Focus Groups
- Third Sector Area Forum
- Multi-agency Partnership Groups including local people
- Community Care Forum
- Young Scot
- Community Health Partnership - Patient Involvement Activities
- Crime Prevention Panels
- Community Safety Partnerships
- Domestic Abuse Forum
- Feedback Forms
- Elected Members' Surgeries
- NHS Public Partnership Forum
- Community Development Trusts
- Community Councils
- 3rd Sector Partnership
- Hard to Reach Groups

Inform, consult and involve

It is important that we inform, consult and involve all sectors of the community who may be affected by actions and decision taken by the CPP or any of its partners. Unless care is taken we may not sufficiently capture the views of important groups of people within our community. This includes hard to reach groups such as disabled people, migrant

workers, gypsies and travellers, young people and older people. Through consultation we will ask these, and other, groups about how they would like us to engage with them. Also, the locations where we engage, the buildings used, the support provided and ways of communicating will recognise the constraints of living in a rural area and take into account the different needs of those we will be engaging with.



Implementation

Community engagement is at the heart of community planning in Argyll and Bute and we as a partnership commit to ensuring that it is a driving force for delivering improved outcomes throughout the area. The Action Plan that is being developed as a result of consultation responses to the new Community Engagement Strategy will form the basis for the partnership to deliver on this commitment with all partners contributing outcomes from their own consultations and engagement to produce forward looking action plans.

Resources, partnership working and governance

The Argyll and Bute Community Planning Partnership has an annual budget of approximately £500m per annum for services to the people of Argyll and Bute.

The partnership has strengthened over its lifetime in response to review, improvement and ongoing challenges that the area faces.

Strong working relationships and open communication are fundamental to the effective operation of the partnership and the delivery of our outcomes.

The Community Planning structure in Argyll and Bute comprises a series of levels of interaction, engagement and representation.

Argyll and Bute Council administers the partnership and provides political representation at both management and local area levels.

The Chair of the Management Committee rotates amongst partners on a biannual basis to ensure a clear partnership ownership of the process.

The Argyll and Bute Community Planning Partnership structure is illustrated below.

This structure reflects the geographical diversity of the area, engagement with our communities, the leadership and accountability at an area wide level and recognition that the full partnership has an important strategic role in shaping the direction our outcomes and our services.



The Full Partnership

The Full Partnership is responsible for the overall development of the Argyll and Bute Outcome Improvement Plan in Argyll & Bute. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.

The activities of the CPP can be broken down into the following:

- Strategic oversight of community planning.
- Developing the Argyll and Bute Outcome Improvement Plan to set the overall direction for community planning partners in Argyll & Bute.
- Policy development across community planning partners that support the delivery of the community plan.
- Engaging with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP.
- Responding / reacting to national policy developments.
- Effective working across community planning partners.
- Continuous improvement in the effectiveness of the CPP.
- Performance management to ensure delivery of the community plan.
- Reporting performance to the public.

The Full Partnership of the CPP will normally meet once each year to:

- Review the annual report for the previous year.
- Review progress to date for the current year.
- Set direction for the next year.
- Ensure responsibilities of Community Planning sit with the appropriate forum (Management Committee, Chief Officer's Group and Area Community Planning Groups).

Area Community Planning Groups

Argyll & Bute is a large and diverse area. Communities can have different issues even within the overall umbrella of a plan for the whole area. It is important that there continues to be effective governance over the CPP at a local level. It is the role of Area Community Planning Groups to discharge this function.

The role of CPP Area Community Planning Groups is to:

Engage with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at an area level.

Ensure effective working across community planning partners at an area level.

Ensure continuous improvement in the effectiveness of the CPP at an area level.

Manage performance to ensure delivery of the community plan at an area level.

Area Community Planning Groups meet four times a year.

The Management Committee (MC)

The Management Committee is responsible for ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management of the Outcome Improvement Plan

The role of the MC is to:

- Ensure delivery of the Outcome Improvement Plan through robust scrutiny, and performance management.
- Report on performance to the public.
- Develop policy across community planning partners that supports the delivery of the Community Plan and Single Outcome Agreement.
- Ensure widespread engagement and empowerment of communities in community planning.
- Respond to national policy developments at a strategic level.
- Ensure partners are equipped to lead and work effectively in community planning.
- Direct resources to enable effective delivery of the Outcome Improvement Plan.
- Provide strategic direction to areas of reform to support delivery of the Outcome Improvement Plan.
- Consider matters arising from area community planning, third sector and businesses, prevention activity and public sector reform.

- Negotiate directly and collectively with the Scottish Government and other bodies on national policy and resource issues.

The MC meets four times a year.

Chief Officers Group (COG)

The Chief Officers Group meets four times a year with the option to convene additional meetings as and when required.

COG is responsible for supporting actions agreed by the Management Committee and for developing opportunities for continuous improvement.

The role of the Chief Officers Group is to:

- Undertake detailed analysis of matters raised at the MC requiring this
- Look in detail at joint resourcing
- Ensure issues are being raised and actioned on behalf of the MC of the CPP
- Ensure partners are working efficiently together.

Delivering Outcomes 1-6

Each of the six ten-year outcomes has an accountable lead officer who is responsible for:

- Identifying the relevant partners to achieve the outcome.
- Establishing reporting protocols with relevant partners and strategic partnerships.
- Co-ordinating relevant information for performance management purposes.
- Quarterly performance reporting to Management Committee.

Strategic Partnerships

There are a large number of strategic partnerships across Argyll and Bute that are aligned to particular policy and service areas.

These partnerships contribute to the delivery of outcomes and are an essential element of the overall partnership network. They link into the overall CPP structure through the outcome leads and are accountable for service delivery and contribution to outcomes through the performance management process.

Time Limited Groups

These groups are complemented by Time Limited Groups comprising relevant CPP partners with a designated lead. Time limited working groups are formed to address specific issues and make recommendations to the Management Committee, Chief Officers Group and other strategic partnerships.



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Argyll and Bute Community Planning Partners



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Oilthigh na Gàidhealtachd
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Scottish Natural Heritage
Dualchas Nàdair na h-Alba
All of nature for all of Scotland
Nàdar air fad airson Alba air fad

