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20 November 2009

**COUNCIL MEETING - 26 NOVEMBER 2009**  
**COUNCIL CHAMBER, KILMORY – 1.30PM**

I enclose herewith items which were marked copy to follow on the Agenda for the above meeting.

Nigel Stewart  
Director of Corporate Services

**SUPPLEMENTARY PACK 1**

5. **ARGYLL AND BUTE COMMUNITY PLAN 2009-2013**  
The Community Plan 2009-2013 (Pages 1 - 34)
6. **COUNCIL'S MODERNISATION PROGRAMME**  
Report by Chief Executive (Pages 35 - 44)
7. **PROCESS FOR CHANGE**  
Report by Director of Corporate Services (Pages 45 - 46)
8. **LOCH FYNE INTEGRATED COASTAL ZONE MANAGEMENT PLAN**  
Recommendation by the Executive 19 November 2009 (Pages 47 - 48)

**COUNCIL**

**ALL MEMBERS**

Contact: Sandra McGlynn Tel: 01546 604401

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**forward together**  
gach ceum còmhla



# The Argyll and Bute Community Plan 2009 - 2013

produced by Argyll and Bute Community Planning Partnership

Plana Coimhearsnachd Earra-Ghàidheal is Bhòid 2009 - 2013  
Dèante le Compàirteachas Earra-Ghàidheal is Bhòid airson Planadh Coimhearsnachd

# Argyll and Bute: Leading Rural Area

## Vibrant Communities

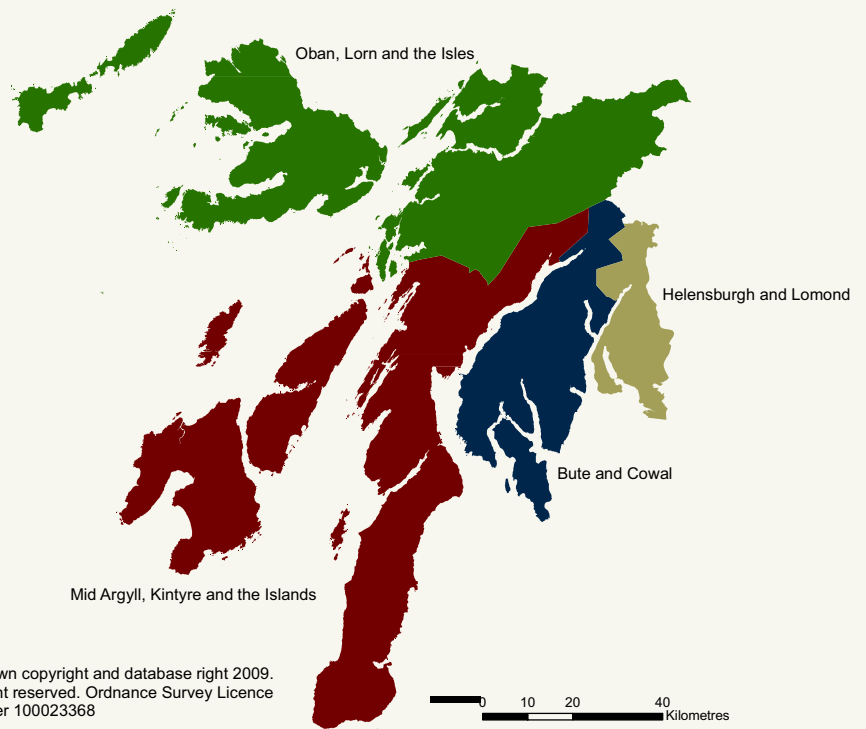
- safe supportive communities with positive culture and sense of pride in the area
- well balanced demographically with young people choosing to stay or move to the area
- vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
- well connected economically and socially
- a sense of history with a view to the future
- housing that is appropriate and affordable with local people able to participate in the housing market
- high quality public services and leisure/community facilities that attract people to settle Argyll and Bute

## Outstanding Environment

- high quality environment that is valued, recognised and protected
- the environment is respected as a valued asset that can provide sustainable opportunities for business
- a high quality image and identity that is recognised and appreciated globally
- an area that is accessible, yet retains its remote character

## Forward Looking

- communities that are culturally rich with a desire to excel
- proactive communities where local people and organisations look for and create opportunities
- dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute
- partnership working across all sectors to coordinate developments, promote Argyll and Bute and remove constraints
- communities that encourage lifelong learning



**area covered by Argyll and Bute Community Planning Partnership**

# Argyll and Bute CPP Partner Organisations



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



Bute Community Links (BCL)  
Mull and Iona Community Trist (MICT)  
Association of Argyll and Bute Community Councils  
Argyll and Bute Social Enterprise Network (ABSEN)



Scottish Government Housing and Regeneration Directorate  
Scottish Government Rural Payments and Inspection  
Scottish Environmental Protection Agency



Caledonian Maritime Assets Ltd (CMAL)  
Scottish Water  
Ministry of Defence  
Job Centre +

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**Community Planning is a process whereby public agencies and other key stakeholders work together to deliver better services and, through representation and participation, involve people and communities in the decisions that affect them most.**

## **Welcome to Argyll and Bute's Community Plan**

This new Community Plan reflects the significant changes that have taken place since our last Community Plan was launched in 2007.

Since 2007, the CPP has not only entered into a new relationship with the Scottish Government with the Single Outcome Agreement, we have also reviewed and changed our structure to ensure we're focused on the new challenges of the economic downturn that impact on our communities and our ability to deliver services.

This Plan sets out what the Argyll and Bute Community Planning Partnership wants to achieve for the local area - working together to realise our vision of Argyll and Bute as the Leading Rural Area. The Plan is based on our combined knowledge of local issues and the priorities and concerns identified by local residents. We face some significant

challenges – some are focused on protecting what we value and others are focused on making the best of new opportunities to enable Argyll and Bute to thrive. We have to help communities to survive the worst recession in living memory; protect key public services from the effects of the economic downturn; enable Argyll and Bute to become a UK and European centre for renewable energy to benefit the environment, economy and local communities; and protect the key assets that help us to stand out as an important centre for high quality food production and tourism.

The Plan sets out our aspirations and key actions for the local area. We've used a wide range of evidence, data and consultation that has identified the key concerns for residents, and the big issues that the Partnership needs to focus upon to ensure it improves the quality of life for everyone who lives in Argyll and Bute.

I hope you enjoy reading Argyll and Bute's Community Plan. If you have any comments you would like to make then please let us know by emailing [cpp.enquiries@argyll-bute.gov.uk](mailto:cpp.enquiries@argyll-bute.gov.uk).

We will be refreshing the Plan again in another four years, and I fully expect that at that point, as now, we can reflect on the real difference that putting this community plan into action has made for local people so that they can say that Argyll and Bute is a great place to live, work and call home.



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

## **Other formats**

If you would like a copy of this plan in another language or format, or if you require the services of an interpreter, please contact Argyll and Bute Community Planning Partnership on 01546 602127 or email [cpp.enquiries@argyll-bute.gov.uk](mailto:cpp.enquiries@argyll-bute.gov.uk)

# clàr-innse



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## Luchd-seilbh a' ChPC

cò tha an sàs ann agus ciamar a tha e ag obair, soirbheachadh agus dùbhlain 8 - 9

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## Seasmhachd agus Co-ionannachd

– Tha an CPC ag amas air adhartas leantainneach agus Ro-innleachd Conaltraidh le Coimhearsnachdan a chur an sàs

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– Plana Gnìomha / a' cumail sùil agus a' measadh / cunnart XXXX

**A' cur luach a bharrachd ri cùisean / obair chompàirt / co-ionannachd / cuiribh fios / m.s.a.a.** XXXX





**Ann am Planadh Coimhearsnachd tha buidhnean poblach agus prìomh luchd-seilbh eile ag obair còmhla gus seirbheisean nas fheàrr a libhrigeadh, agus los gum bi daoine agus coimhearsnachdan air an riochdachadh agus a' gabhail pàirt ann an gnothaichean, agus bidh iad an uair sin an sàs sna co-dhùnidhean as motha a bheir buaidh orra.**

## **Fàilte gu Planadh Coimhearsnachd Earra-Ghàidheal is Bhòid**

Tha am Plana Coimhearsnachd seo a' sealltainn mar a tha cùisean air atharrachadh gu mòr bhon a dh'fhoillsich sinn am Plana Coimhearsnachd mu dheireadh againn ann an 2007.

Bho 2007, thòisich an dàimh obrach ùr aig an CPC le Riaghaltas na h-Alba ri linn Aonta na Buile Singilte, tha sinn cuideachd air sùil às ùr a thoirt air ar structair agus sin atharrachadh gus dèanamh cinnteach gu bheil sinn a' cumail sùil gheur air na dùbhlain ùra a thàinig le crìonadh san eaconamachd, agus na dùbhlain sin a' toirt buaidh air ar coimhearsnachdan agus mar as urrainn dhuinn seirbheisean a thoirt seachad.

Tha am Plana seo a' cur an cèill an t-amas a tha Compàirteachas Earra-Ghàidheal is Bhòid airson Planadh Coimhearsnachd ag iarraidh a choileanadh don sgìre ionadail – ag

obair còmhla gus am bi Earra-Ghàidheal is Bhòid na Sàr Sgìre Dhùthchail. Tha am Plana stèidhichte air ar n-eòlas fhèin air cùisean ionadail agus na prìomh phuingean agus draghan a thog muinntir na sgìre.

Cha bheag na dùbhlain a tha romhainn – le cuid feumaidh sinn na tha prìseil dhuinn a dhìon, agus le cuid eile feumaidh sinn coimhead ri cothroman ùra tron soirbhich Earra-Ghàidheal is Bhòid. Feumaidh sinn coimhearsnachdan a chuideachadh gus am mair iad slàn tro aon de na crìonaidhean eaconamach as miosa air a bheil cuimhne aig duine; feumaidh sinn prìomh sheirbheisean poblach a dhìon bho bhuidh a' chrìonaidh; feumaidh sinn cothrom a thoirt do Earra-Ghàidheal is Bhòid a bhith aig cridhe iomairtean cumhachd ath-nuadhachail san Rìoghachd Aonaichte agus san Roinn-Eòrpa chum maith na h-àrainneachd, an eaconamachd agus choimhearsnachdan ionadail; agus feumaidh sinn ar neartan bunaitich a dhìon a tha gar cuideachadh a bhith soirbheachadh mar sgìre iomraiteach airson biadh fìor mhath agus turasachd.

Tha am Plana a' cur an cèill ar n-amasan agus na prìomh ghniomhan a th' againn airson na sgìre. Chleachd sinn taghadh farsaing de fhianais, dàta agus beachdan dhaoine bho choluadair, agus iad sin air na rudan as motha a bha a' cur dragh air daoine a chomharachadh. Cuideachd thàinig e am follais dè na prìomh chùisean air am feum an Compàirteachas coimhead ma thathar a' dol a dhèanamh cinnteach gum bi beatha nas fheàrr aig a h-uile duine ann an Earra-Ghàidheal is Bhòid. mar dhachaigh.

Tha mi an dòchas gun còrd Plana Coimhearsnachd Earra-Ghàidheal is Bhòid ribh. Ma tha beachd sam bith agaibh mu dheidhinn leigibh



*Comhairliche Dick Walsh,  
Ceannard na Comhairle agus  
Cathraiche Compàirteachas  
Earra-Ghàidheal is Bhòid  
airson Planadh  
Coimhearsnachd*

fios dhuinn le ur toil aig [cpp.enquiries@argyll-bute.gov.uk](mailto:cpp.enquiries@argyll-bute.gov.uk)

Bidh sinn ag ùrachadh a' Phlana an ceann ceithir bliadhna, agus tha làn dhùil agam gum faod sinn, mar a dh'fhaodas sinn an-dràsta, meòrachadh an uair sin air an diofar a bhios am plana coimhearsnachd air a dhèanamh do dhaoine san sgìre air chor 's gum faod iad a ràdh gur e àite anabarrach math a th' ann an Earra-Ghàidheal is Bhòid airson fuireach, a bhith ag obair ann agus mar dhachaigh.

# about Argyll and Bute

*An Suidheachadh Ionadail – Mu dheidhinn Earra-Ghàidheal is Bhòid*

## Local Context - About Argyll and Bute

Argyll and Bute is an area of outstanding beauty and varied geography stretching from the main urban area of Helensburgh in the east to the island of Tiree in the West.

The area's population of 90,500 is spread across the second largest local authority area in Scotland and has the third sparsest population density, with an average population density of just 0.13 persons per hectare.

Seventeen per cent of Argyll and Bute's population live on Islands. Forty-five percent live in settlements of 3,000 or more people; conversely, 55 per cent of Argyll and Bute's population live in settlements smaller than 3,000 people, or outwith settlements altogether. 80 per cent of Argyll and Bute's population live within one kilometre of the coast.

Argyll and Bute has 25 inhabited islands, including Bute, Islay, Jura, Mull, Iona, Coll and Tiree, more than any other local authority in Scotland. The area is also home to Loch Awe (at 41 kilometres, the longest freshwater body in Britain) and several long sea lochs, which bisect the landscape.

The importance of the natural environment is indicated by the 117 Sites of Special Scientific Interest that have been designated within the area. Combined, these 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 area.

## The People

The changing demographic profile of the area presents one of the area's greatest challenges. Over the twenty-five year period from 2006, the proportion of 0-15 year olds is projected to fall by almost 15%, working age population by almost 10%, and the proportion of the population of pensionable age to increase by 30%.

Average gross weekly pay for full-time workers is lower in Argyll and Bute than in Scotland (£434.50, compared to a Scottish average of £461.80). An estimated 15.2 per cent of jobs in Argyll and Bute are tourism-related. This compares to 9.1 per cent of Scottish jobs.

Service sector jobs account for 85 per cent of all employee jobs in Argyll and Bute, compared to 82 per cent across Scotland. Thirty-eight per cent of employee jobs in Argyll and Bute are in 'public administration, education and health'. This compares to 30.3 per cent for Scotland.

## 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

- changing population – with more extremes than most of Scotland and the differences are getting greater we face increasing costs and challenges to deliver services to older people and the need to encourage young people to move to the area so that our economy can grow
- 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
- the financial pressure on public services as we have to find efficiencies for services directed to communities that are costly to support

## Our goals

The economic downturn has focused our attention and we are focused on:

- town centre and waterfront regeneration (CHORD)
- improvement to the strategic transport network
- vulnerable areas and South Kintyre in particular
- modernising social and healthcare services
- reducing alcohol and drugs related disorder and crime



# introduction

*Ro-ràdh – cò mu dheidhinn a tha e ... mar a tha e ag obair*

## What it's all about....how it works

The Argyll and Bute CPP is focused on what residents have told us is most important to them. This Plan sets out the overall direction and vision for the area until 2013 together with our approach to the main issues that face Argyll and Bute.

All the partners are committed to this plan and each partner has reflected the key issues in their own plans as appropriate.

## The Argyll and Bute Community Planning Partnership

The 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.

The Partnership consists of a number of groups:

### The Full Partnership

– this is the body that provides the governance – the overall leadership and representation to ensure that the different groups and organisations that make up the Partnership are focused on the community's priorities. It is chaired by the Leader of the Council, the person with the clearest democratic authority in the area.

### The Management Committee

– this is the decision-making body for the Partnership. Partner organisations chair the Committee on a rotational basis. The Management Committee meets every two months and brings together the organisations with the most significant influence on service delivery in Argyll and Bute. The Management Committee ensures that the work of the Partnership has the leadership and capacity to do its job.

### Thematic Groups

– these groups coordinate the activities of relevant members of the Partnership to ensure that the action plan agreed by the Full Partnership is delivered. The Groups mirror the themes of the community plan.

### Local Area Community Planning Groups

– these local partnerships are made up of local representatives of Community Planning Partners and local communities. There are four LACPGs representing the four administrative areas of Argyll and Bute. Find out more about these local groups on pages XXX and XXX

### Delivery through Partnership

The Argyll and Bute Community Planning Partnership is responsible for delivering the Community Plan and Single Outcome Agreement (SOA). These plans and their

supporting plans are monitored through the Thematic Groups and by the Management Committee, making sure that that the CPP delivers outcomes.

Partner organisations are responsible for actions to support achievement of CPP goals. They have aligned their Business Plans to achieve the jointly agreed goals. The CPP does not directly manage resources – these are controlled by the partners.





### The links between the Single Outcome Agreement (SOA), the Community Plan and Local Plans

The Scottish Government and Argyll and Bute Community Planning Partnership entered into a new relationship with the Concordat agreed in November 2007. An agreement based upon mutual respect and commitment to shared objectives.

The Single Outcome Agreement is at the core of this new relationship and reflects the spirit of partnership working in Argyll and Bute that will contribute to the delivery of the Government's 15 national outcomes and delivery of better outcomes for our communities.

Argyll and Bute's SOA was agreed with the Government in August 2009 and covers three years, from 2009 to 2012, and highlights outcomes to be achieved in that period. The Community Plan has a longer timeframe than the SOA so that local priorities can help to guide discussion with the Scottish Government during development of the next SOA.

The Community Plan is the overall plan for promoting and improving the well-being of Argyll and Bute. The Local Area Community Plans describe the overall framework and priorities for action in the four areas of Argyll and Bute.

### This plan has four main themes:



**economy**



**environment**



**social affairs**



**community engagement**



# economy

AN EACONAMAIDH

## Ambition

Creating employment and prosperity by developing:

- competitive and successful businesses
- our sustainable economic assets
- vibrant towns that are centres of economic activity

We will create jobs and wealth across all of Argyll and Bute by realising the potential of our sustainable economic assets. The greatest opportunities are currently in **Renewable Energy** and we will develop this industry so that our area is at the forefront of renewables development. We will also develop other economic opportunities that are linked with our outstanding local environment, primarily: **Tourism; Food and Drink;** and **Marine Science**.

We will strive to make our towns places of economic vibrancy with employment and prosperity for their residents and those living in their rural surroundings. Our towns are endowed with beautiful locations, heritage, strong communities and many ambitious businesses. We need to unlock the significant potential of our **towns as vibrant centres of economic activity** that contribute to the wider wellbeing of Argyll and Bute and Scotland.

We will **assist businesses** in Argyll and Bute to develop and grow to create wealth and employment. We will provide business advice and support to people who aspire to start their own business and to

existing enterprises. We will provide additional support to businesses with the greatest potential for creating jobs and wealth at a national and international level and can contribute to the business success of Argyll and Bute and Scotland.

Argyll and Bute's geography is an asset and a barrier. The landscape and location is ideal for renewable energy and tourism, but the significant travelling times to key cities and markets can act as a disincentive for investors.

**Transport** is therefore an underpinning factor for delivering this ambition and is addressed in partnership between the Council, HITRANS and SPT. In addition to regular maintenance work and smaller scale improvements to the transport network, there are also significant investment plans by some partners. For example the multi-million pound investment by CMAL in a new ferry and associated facilities for the Islay route and developmental work on new ferry designs for smaller routes.

## Our Priorities for the Next 4 years

**We will sustain our local assets by -**

- supporting the development of our renewable energy industry
- assisting in the development of the marine science sector

**We will work together to ensure**

**our towns are vibrant centres of economic activity by -**

- supporting the CHORD (Campbeltown, Helensburgh, Oban, Rothesay and Dunoon) Waterfront Regeneration Projects

**We will support and develop competitive and successful businesses by -**

- providing advice and support to assist businesses to grow
- target support for the businesses with the greatest potential for growth

## Examples of Delivering Ambition

**Welcon Towers** – Following the notice of closure of the Vestas plant at Machrihanish in August 2008, key partners including HIE, Argyll and Bute Council and Scottish Development International (SDI) mobilised to identify options to secure the jobs at stake. Potential purchasers were identified and Welcon Towers Ltd took over the former Vestas wind tower manufacturing factory in March 2009. We will continue to work with Welcon to support the expansion of the facility, increasing direct employment opportunities and maximising prospects for related activity so that Argyll is at the forefront of renewables manufacturing and development.

**CHORD** – Argyll and Bute Council has an ambitious regeneration



programme in five of its waterfront towns – Campbeltown, Helensburgh, Oban, Rothesay and Dunoon (CHORD). The Council has allocated more than £30 million to the programme to drive regeneration activities and persuade others to invest. There will be major improvements to the town centres and waterfronts of all five towns.

**Business Gateway** - This service has been established to help Argyll and Bute residents realise their ambitions of starting a business and provide support to existing businesses. Support is delivered via an experienced team of local business advisors, tailored courses, a website and access to national services.

**Marine Science, Dunstaffnage** – the Scottish Association for Marine Science (SAMS) at Dunstaffnage has internationally recognised expertise in marine science in a sector with significant growth potential. We will continue to support the expansion of research, education and commercialisation opportunities, including a Science Park, to support the creation of high value employment opportunities from existing and new businesses. Associated housing, community and related developments will support the growth of Oban as a regional centre.

**Eat Argyll and Bute** - Argyll and Bute producers are proud of their high quality foods and they work together with support from Argyll and Bute Agricultural Forum, Argyll and Bute Council, HIE and Argyll LEADER to promote the diverse range of delicious local products. Producers attended a series of

events and festivals throughout summer 2008, selling their products under an umbrella brand – Food from Argyll – that allowed them to gain national and European media coverage – promoting the area as great food destination to more than 2 million people. Food from Argyll also won the top prize for the ‘Success through Working in Partnership’ Award at the prestigious 2009 Scotland Food & Drink Excellence Awards.



## Attracting Rural Development Funding

Grant funding from the Argyll and the Islands LEADER Programme, supporting sustainable community based development, allocated over £2m in the period 2008/09 bringing the total value of projects to date to £6,601,623. This represents a substantial financial injection for communities across Argyll and the Islands.

### LEADER Supported Economic Development Projects

Community Generated Business Development  
<http://argyllandtheislandsleader.org.uk/opportunity%20kintyre.html>

Argyll and Bute Agricultural Strategy – Next Steps  
<http://argyllandtheislandsleader.org.uk/aandb%20agricultural%20strategy.html>

Argyll and Bute Social Economy Partnership Action Plan  
<http://argyllandtheislandsleader.org.uk/a&b%20social%20economy.html>

# environment

AN ÀRAINNEACHD

## Ambition

Protect and enhance our built, natural, and managed environment whilst

- promoting our cultural, social and natural heritage
- using our environment to create employment and prosperity
- protecting our unique area

We will support the development of a **renewable energy** industry in Argyll and Bute, ensuring that the development complements the **outstanding biodiversity** and landscape of Argyll and Bute. We will use the environment and quality of life to encourage migration, particularly by younger people to support communities and growth in the local economy.

We will work together to deliver cutting edge environmental advice and good practice that will have wider Scottish relevance. We will deliver greater value for money from Argyll and Bute based operations by attracting new environmental and science based jobs to the area.

We will support rural businesses by ensuring good access to the **Scottish Rural Development Programme**. We will support Argyll and Bute's crofts and farms through their agricultural businesses to sustain many of the UK and Europe's **iconic species** and habitats such as marsh fritillary butterflies, corncrakes, chough, golden eagles, otters, flower-rich machair and old oak woodlands.

We will work with fishing communities to develop sustainable fisheries.

We will continue to promote the high quality design of energy efficient housing and other built structures. We will encourage adoption by all developers in Argyll and Bute of the Council's **Sustainable Design Guide**.

We will continue to sustain and enhance the management of Argyll's forests with particular emphasis on adding value to the local economy. We will increase the value of their contribution with developments in renewable energy, by encouraging more access by walkers, cyclists and horse riders and by adopting best practice management of sensitive woodlands to improve biodiversity.

We also need to encourage positive action by local people. We will work with partners in transport and health to ensure opportunities for all to enjoy our natural environment and improve the health and wellbeing of residents and visitors. We will also continue to communicate the importance of recycling and energy conservation to tackle climate change.

## Our Priorities for the Next 4 years

**We will promote our cultural, social and natural heritage by -**

- Improving access to woodlands
- Promoting health and wellbeing through activities such as cycling and walking

**We will utilise our environment to create employment and prosperity by -**

- Working with our business partners and communities to ensure renewable energy developments compliment landscape and biodiversity
- Ensuring good access to the Scottish Rural Development Programme to support rural businesses
- Promoting high quality design of efficient housing and other built structures

**We will protect our unique area by -**

- Protecting iconic species and habitats
- Adopting best practice for the management of sensitive woodlands





## Examples of Delivering Ambition

### **Machrihanish Dunes Golf Course**

– Close collaboration between wildlife experts from Scottish Natural Heritage (SNH), golf course designers DMK Golf Design, HIE and Job Centre Plus has resulted in Machrihanish Dunes, the first 18-hole links golf course to be built on the west coast of Scotland for 100 years. The course has been carefully designed on a nationally important wildlife site, special for its sand dunes and the rich plant life they support. The golf course development has created the equivalent of 15 full time jobs in an area that is economically and environmentally fragile.

### **Quote from Andrew Thin, Chairman of Scottish Natural Heritage**

*“To begin with we took a great deal of convincing that a golf course should be constructed in the middle of a nationally important wildlife site, but our experience of working with Southworth’s team at Machrihanish shows that golf courses can be designed sensitively in some delicate and dynamic areas, and benefit wildlife.....Key to the success of this development was early consultation with the golf course designers and their willingness to work with the natural environment rather than against it. As importantly, SNH staff were happy to learn about the features which make a great golf course - and the golf course designers gained an understanding and appreciation of the nature of this Site of Special Scientific Interest. The new course is situated on a dune system alongside the Atlantic Ocean so having an understanding of natural processes is vital in the light of climate change, coastal erosion and flooding.....This is a place where green fees are helping to create near perfect conditions for our wildlife and the green-keeping staff have become as adept at managing sheep in the rough in the winter as mowing greens in the summer! The end result is not only a fantastically challenging golf course but one that is sustainable, resilient and in harmony with the wildlife and landscape – an example that can be followed worldwide.”*



# environment

## AN ÀRAINNEACHD

### Marine and Offshore Energy

– Argyll and Bute Council have worked with Scottish Power, SNH and HIE on a marine site search project to identify the most productive tidal sites around the Argyll coast. The project built in knowledge of potentially sensitive wildlife sites and other issues which any renewable project would have to address to achieve a sustainable outcome. The seas around Islay have huge potential and the Tiree Development Trust and Islay and Kintyre Energy Trusts have formed the Argyll Renewable Communities (ARC) consortium to assist in project development as well as ensuring a stake for the islanders in any successful outcomes.

### Reintroduction of Species

– Knapdale has been selected as the location for a trial European beaver introduction project, the only site in the UK. Led by the Scottish Wildlife Trust and Edinburgh Zoo (RZSS) the lochs and woodlands are on Forestry Commission land with the project outcomes being monitored by SNH. The project has been widely covered by the media and will help to draw more people into this under-visited part of Argyll.

### Loch Lomond and the Trossachs National Park

– The National Park promotes the Park as a tourist destination, supports community development and works with land managers to protect and enhance the natural heritage and landscape of the area. Increasing numbers of visitors to the area will enjoy a quality experience with well managed

facilities in an area of outstanding scenic value. The Park will be viewed as an area of best practice with a strong track record of innovation.

### The Kintyre Way

– Created in 2006 through a partnership of the Kintyre Marketing Group, HIE, Forestry Commission Scotland, Scottish Natural Heritage, VisitScotland, local businesses and Argyll and Bute Council. The route is now run by The Long and Winding Way Co Ltd with support from CPP partners, local businesses and the two Kintyre Windfarm Trusts.

The waymarked route stretches from Tarbert to Southend, criss-crossing the peninsula and visiting most of the larger communities. The route also joins the Cowal Way, making a continuous route from Southend to Inverness. By August 2009 walkers had brought an estimated £189,000 into the Kintyre economy.





## Attracting Rural Development Funding

Grant funding from the Argyll and the Islands LEADER Programme, supporting sustainable community based development, allocated over £2m in the period 2008/09 bringing the total value of projects to date to £6,601,623. This represents a substantial financial injection for communities across Argyll and the Islands.

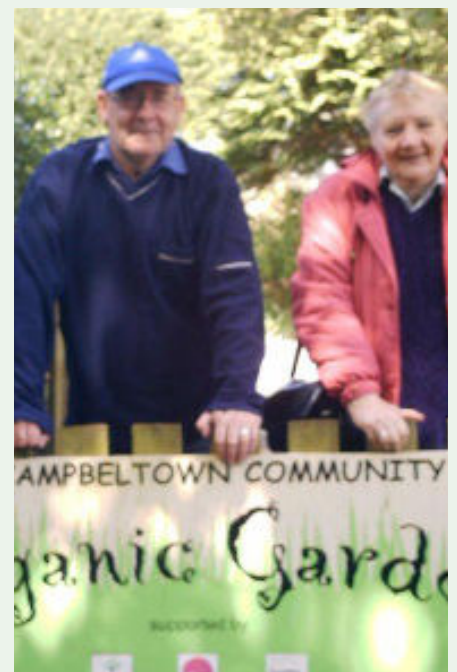
### LEADER Supported Environmental Projects

Kilmahew Woodlands Restoration Programme  
<http://argyllandtheislandsleader.org.uk/kilmahewgroup.html>

Oban Community Sensory Garden  
<http://argyllandtheislandsleader.org.uk/oban%20sensory%20garden.html>

Loch Lomond and the Trossachs National Park Visitor payback Scheme  
<http://argyllandtheislandsleader.org.uk/lltnp.html>

Campbeltown Townscape Heritage Initiative  
<http://argyllandtheislandsleader.org.uk/cthi.html>



# social affairs

CÙISEAN SÒISEALTA

## Ambition

For **safe, healthy, caring and diverse** communities where:

- services are planned and delivered based on local needs
- overall health, well being, independence and social inclusion are improved
- people feel safe and secure
- our diverse culture is celebrated

We will work together to create **employment** opportunities, better **education, housing** and **leisure facilities**. We will transform environments in which people are supported to improve their life-styles and design health services to ensure that they are accessible for all groups and individuals. As a partnership we will challenge inequalities and promote **lifelong learning** and social inclusion. We will address the life circumstances in which people live – providing services to improve our communities, based on the needs of our communities.

We will work together to shift the balance of care from “institutional” care to “home based” care that will lead to better, more equitable care services and help to improve health, independence and wellbeing.

We want an Argyll and Bute where lifelong learning is valued as a means of change and growth for individuals and communities, and where all individuals, whatever their age or ability, have access to the learning opportunities, skills,

knowledge and information that they need to play a full part in society.

We will continue to celebrate our **culture** through **arts, music** and other cultural events. In the lead up to the London Olympics and the Glasgow Commonwealth Games we will support our communities to participate in and benefit from the investments being made.

## Our Priorities for the Next 4 years

**We will plan our services based on local need by -**

- working in partnership to develop integrated joint services
- make learning services available to people of all ages in all our communities
- shift the balance of care from ‘institutional’ to ‘home based’

**We will improve overall health, wellbeing, independence and social inclusion by -**

- redesigning our health and social care services to ensure people are supported to improve their lives
- redesign health and social care services to improve access for all groups

**We will help people feel safe and secure by -**

- increasing the rate of building on new affordable housing

- working with communities to identify their community safety issues and needs

**We will celebrate our diverse culture by -**

- creating more and better leisure facilities
- ensuring there is a legacy from the London 2012 Olympics and the Glasgow 2014 Commonwealth Games

## Examples of Delivering Ambition

**The Health and Care Strategic Partnership** – The partnership focuses on joint planning, commissioning and integration of health and community care services as set out in “Community Care: A Joint Future” to improve service quality and quality of life for service users and carers. Through this partnership, NHS Highland and Argyll and Bute Council are transforming the way services are delivered locally. The Partnership is committed to the national outcome measures for community care: Improved health; Improved wellbeing; Improved social inclusion; and Improved independence and responsibility.

**Fairer Argyll and Bute Partnership** – The FAB partnership brings together all relevant partners to coordinate policy and action on tackling poverty, deprivation and health inequalities. A detailed analysis of data for all communities in Argyll and Bute has helped direct future action.



Specific areas of work within the FAB Plan are coordinated by other groups that feed into the full FAB Partnership. For example:

- the Health Improvement Planning and Performance Action Group (HIP-PAG) ensures that there is alignment between action on local needs and national priorities with a focus on: mental wellbeing; tobacco; alcohol; obesity; and early years
- development of the Community Learning Strategy to ensure that community based learning opportunities are widely available to people of all ages

**Children and Families** – We are implementing a range of services for children and families provided by partnership groups so that all children and young people who live in Argyll and Bute can become successful learners, confident individuals, effective contributors and responsible citizens. This work includes a focus on “children in need” who we have a responsibility to promote and safeguard.

**Jura ferry** – The CPP directed support to a pilot project connecting Jura to the mainland via a fast passenger ferry from Craighouse to Tayvallich. The island’s designation as an Initiative at the Edge (latE) area because of its remoteness, declining population and fragile economy prompted partners to find creative ways to improve access. Following a successful trial, the ferry now runs six days per week from April to September with four crossings each day.



#### **Jura Ferry - Quote from Roseanna Cunningham MSP Minister for Environment**

*“I welcome the introduction of new transport services, linking up fragile and remote communities, giving people better access to public services, encouraging more visitors to enjoy the countryside in a sustainable way and supporting tourism. As a passenger ferry which can take bikes or allow visitors to hire them on Jura or take a local bus the ferry is a great way to get more people on to the island without clogging up the only single track road with cars. It is also a useful way of allowing island residents to reach the mainland and access medical and other services without having to take two ferries and travel across Islay.”*

# social affairs

CÙISEAN SÒISEALTA

**Safe Communities** – Argyll and Bute is one of the safest places to live in Scotland. The Argyll and Bute Community Safety Partnership has developed an intelligence led approach, based on local forums, to tackling Anti Social Behaviour and Community Safety issues – primarily tackling crimes and disorder resulting from misuse of alcohol and drugs.

**Sport and Physical Activity** – A strong partnership approach with local and national partners has delivered a range of successful outcomes, including the establishment of the award-winning Stramash outdoor activity programme as an independent social enterprise and the recruitment of more than 500 Active Schools volunteers to support extra-curricular activities (up 85% in primary schools and 62% in secondary schools since 2005).

## **Playing Fields and Sports Facilities Strategy**

COPY TO FOLLOW  
(60 - 100 WORDS)

**DRIVESafe** – The focus so far has been to encourage good driving practices amongst those who use the road as part of their work and this work will continue with the provision of a policy and advice document for SMEs and Third Sector organisations. The overriding priority for 2009-2013 will be to reduce the number of road deaths and injuries incurred by all road users within Argyll and Bute.

**Reducing Road Traffic Collisions** – Argyll and Bute has the reputation for being one of the worst areas within the Strathclyde Fire & Rescue area for serious and fatal road traffic collisions (13 deaths and 112 serious casualties in 2008). As well as the financial cost, estimated at £1.65M per fatality, there are also lasting effects as rescuers often know the casualty. A Road Traffic Collision Reduction Team was created in April 2009 with a brief to work with partners to create a comprehensive framework for the delivery of road safety education and initiatives. The Team uses accident statistics to spot trends and plan proactive work to reduce collisions.

Examples of new initiatives to improve road safety and promote safer driving are: *Real Time Crash Scenarios* education events delivered in all major towns and islands targeting young car enthusiasts who engage in dangerous driving and anti social behaviour attributed to their driving; *Bikers Breakfast* weekends attracting motorcyclists into local fire stations for free breakfast and delivery of road safety advice, trauma care advice and information on latest safety equipment.

**New facilities** – The Council's new schools were designed with community use firmly in mind. All sports facilities within each of the schools are available for community letting as are internal areas, including the social space in each school (with stage area with professional sound and light provision). Lochgilphead Joint Campus contains the Mid Argyll Sports Centre and has experienced noticeable increase

in community use with the sports centre experiencing a member increase in excess of 50% and a general increase in use of 30% since moving to the new facility.

## HI~ARTS

**Arts & Culture** - As the Scottish Government's document, 'Culture Delivers', demonstrates, cultural groups and activities have the potential to deliver positive and lasting impacts against all 15 of the Government's National Outcomes. HI~Arts is working with the CPP to develop the most appropriate ways of promoting growth in the cultural sector to ensure such impacts benefit the communities of Argyll and Bute.



## Attracting Rural Development Funding

Grant funding from the Argyll and the Islands LEADER Programme, supporting sustainable community based development, allocated over £2m in the period 2008/09 bringing the total value of projects to date to £6,601,623. This represents a substantial financial injection for communities across Argyll and the Islands.

### LEADER Supported Social Affairs Projects

Cowal Rural Information Outreach

<http://argyllandtheislandsleader.org.uk/cowal%20befriending.html>

Three Villages Community Hall

<http://argyllandtheislandsleader.org.uk/three%20villages%20hall.html>

Time for Health

<http://argyllandtheislandsleader.org.uk/time%20for%20health.html>



# community engagement and local community planning

CONALTRADH RI COIMHEARSNACHDAN agus PLANADH COIMHEARSNACHD IONDAIL

## Ambition

- to strengthen and extend community planning processes
- increase community involvement in community planning processes – locally and on key topics
- to build capacity of organisations and communities
- to share experiences, knowledge, skills and resources

## Involving Communities

**Our Community Engagement Strategy** reaffirms our commitment to **Active Citizenship** and the need for individuals and communities to be active partners in the Community Planning Partnership.

Our approach is changing with the new CPP structures so that people can engage with the CPP at the most appropriate point. In the past we have not always been clear about how to access the CPP. This will change, with most communities now able to gain access closer to their community via the new Local **Area Community Planning Groups** or, for communities of interest, via the new **Thematic groups**.

## A 3rd Sector Interface

The communities of Argyll and Bute are diverse, as are the many organisations that support community activity and the social enterprises that deliver services to communities. The Government and CPP

have agreed to form an “interface” with the third sector.

This is a partnership of third sector organisations that will represent the diverse community views with an authoritative voice in the CPP – at Argyll and Bute wide level and locally. The interface will actively engage with all parts of the third sector to share information about what is happening in the CPP and to communicate community views to the CPP.

The interface also has an important role to identify support needs of the third sector and coordinate services to meet those needs. The Government has already indicated that funds to support the CVSs, Volunteer Centre and Social Enterprise Network will be provided as a single fund via the interface. The CPP supports this approach and funds allocated to support third sector development will be directed via the interface to complement Government funding.

This is a radical change to how the CPP works with the third sector and the detailed arrangements will take some time to develop and put into action. The CPP, including third sector partners, are actively committed to make this new approach work.

## Our Priorities for the Next 4 years

**We will strengthen and extend our community planning structures and mechanisms by -**

- map and make improvements to existing community engagement mechanisms
- ensuring good communications are established at all levels

**We will increase involvement of all communities in community planning processes at local level and around subjects they are interested in by -**

- finding out which subjects communities are most interested in
- extend and improve capacity building work with communities
- encourage all organisations to evaluate the way they engage with communities
- delivering an annual CPP Conference in partnership with 3rd Sector and other CPP partners

**We will build capacity of organisations and communities by-**

- reviewing and developing mechanisms for engagement with specific equalities groups
- holding an annual youth participation event





- supporting young people to attend and participate at the Scottish Youth Parliament

**We will share experiences, knowledge, skills and resources by -**

- develop a Community Engagement Toolkit that is accessible to all
- championing successful initiatives of volunteers, communities and service providers

## Examples of Delivering Ambition

**Citizens Panel** - The Argyll and Bute Citizens' Panel regularly consults a panel of 1300 local residents using questionnaires and focus groups. The questionnaires ask about issues affecting the CPP and their local areas. The views of the Panel are fed into the decision-making processes of the CPP and individual partners.

**Youth Focus** – Youth Focus enables young people's views to influence the decisions made by the CPP. Youth Focus brings together members of the Argyll and Bute Youth Forum, Argyll and Bute Young Scot and other youth organisations. Two young people are elected at each Youth Focus meeting to represent young people's views.

**Redesign of Mental Health Services** – the Community Health Partnership carried out significant public/patient involvement and engagement with local communities and partner organisations. The Public Consultation took place between January and April 2009 and was monitored by the Scottish Health Council (SHC). The Cabinet Secretary for Health and Wellbeing took the SHC report into account when considering NHS Highland's recommendations on future service delivery. The SHC report was favourable and is now cited as an example of good practice across Scotland.

**New CPP Structures** – Enabling communities to engage in community planning processes and influence the decisions that are made has always been a challenge, especially in an area as complex as Argyll and Bute. The new local structures and the new thematic groups enable much wider participation. We are confident that this will be a significant improvement in the way we work.

## Local Community Planning

In each of the four decentralised areas **Local Area Community Planning Groups** will:-

- provide effective links between strategic policy and planning of frontline services;
- support customers, citizens and communities in identifying their social, health, economic and cultural needs;
- rationalise and revitalise existing local partnerships;
- lead the way with community consultation and participation - improving on existing practice;
- develop a Local Area Community Plan which addresses local priorities in the context of the priorities in this Plan and the Single Outcome Agreement;
- ensure that the underpinning principles of Community Planning are incorporated into the implementation of the Local Community Plan.

# community engagement and local community planning

CONALTRADH RI COIMHEARSNACHDAN agus PLANADH COIMHEARSNACHD IONDAIL

## Local Area Community Plans

Local Area Community Plans are produced for each of the four Local Area Community Planning Groups to help communities influence priorities and service delivery. The Plans are managed locally to ensure that they respond to local priorities and are owned by people delivering services in each area.

We expect individuals and communities involved in local Community Planning to need help and support to build their knowledge, skills and confidence. This support will be provided by a working partnership of Community Planning partners committed to the following principles:-

- **Empowerment** – increasing the ability of individuals and groups to influence community circumstances
- **Participation** – supporting people to take part in decision making
- **Inclusion** – equal opportunity and anti-discrimination, recognising that some people have more restricted opportunities and influence
- **Self-determination** – supporting the right of people to make their own choices
- **Partnership** – recognising that many agencies can contribute to building community capacity and should work together to make the most of the resources available and be as effective as possible

### Mid Argyll, Kintyre and the Islands Local Area Community Planning Group

Population: 22,127 (GROS 2007 SAPEs)  
Percentage of total land area: 38.8%

Contact: 01546 604558

### Oban, Lorn and the Isles Local Area Community Planning Group

Population: 19,865 (GROS 2007 SAPEs)  
Percentage of total land area: 40.3%

Contact: 01631 567902

### Bute and Cowal Local Area Community Planning Group

Population: 22,485 (GROS 2007 SAPEs)  
Percentage of total land area: 14.9%

Contact: 01369 707134

### Helensburgh and Lomond Local Area Community Planning Group

Population: 26,873 (GROS 2007 SAPEs)  
Percentage of total land area: 6%

Contact: 01436 678820



## Attracting Rural Development Funding

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LEADER Supported Community Engagement Projects  
Ardrishaig Placemaking Event

<http://argyllandtheislandsleader.org.uk/ardrishaigcommcoun.html>

Community Account Management

<http://argyllandtheislandsleader.org.uk/hie.html>

Community Planning – Local Links

<http://argyllandtheislandsleader.org.uk/abcobocommplan.html>

People First

[http://argyllandtheislandsleader.org.uk/abvc\\_pf.html](http://argyllandtheislandsleader.org.uk/abvc_pf.html)

## Equality and diversity

We promote fair and equal treatment for everyone in everything we do and we value diversity.

- Equality – equality of opportunity regardless of race, ethnicity, gender, sexual orientation, disability, socio-economic status, age, religious beliefs, political beliefs, or other ideologies and cultural differences.
- Diversity – understanding that each individual is unique and recognising our individual differences. The concept of diversity encompasses acceptance and respect.

The Community Plan has at its heart the aim of closing the gaps in quality of life that exist. This means that as we work together to improve the quality of life of all residents of Argyll and Bute we expect improvements to be made at a faster rate for the most disadvantaged.



# economy

Unique ref no	Outcomes	Actions to achieve outcomes	Success measures	Key dates	Lead	Risks
CPP CP01	competitive and successful businesses	Provide advice and support to assist businesses to grow  Targeted support for businesses with the greatest potential for growth	<ul style="list-style-type: none"> <li>Number of start ups assisted – 135 pa</li> <li>Existing businesses assisted – 200+ pa</li> <li>Number of account managed businesses (HIE1b) - 80</li> <li>Number of agreed growth plans (HIE1a) - 30</li> </ul>	Ongoing  March 2011	ABC  HIE	<p>CPP-R02 – Lack of suitable employment and housing</p> <p>CPP-R07 – Lack of investment in transport infrastructure</p> <p>CPP-R09 – Shortage of affordable housing – limiting economic investment</p> <p>CPP-R11 – Decline of remote and island communities</p> <p>CPP-R12 - Low net inward migration of people of working age</p> <p>CPP-R17 – Reduced attractiveness of Argyll and Bute for investors</p>
CPP CP02	sustainable economic assets	Maximise economic benefits from renewable energy sector	<ul style="list-style-type: none"> <li>Expansion of Welcon wind turbine manufacturing plant and associated employment growth.</li> <li>Provision of infrastructure to facilitate growth of renewable opportunities in Kintyre.</li> <li>Agreement of “Renewables Action Plan” for Argyll &amp; Bute to promote economic development.</li> </ul>	End 2010  End 2011  March 2010	HIE/ Welcon  ABC  ABC/HIE	<p>CPP-R07 – Lack of investment in transport infrastructure</p> <p>CPP-R10 – Economic, community and environmental benefits of renewables are not realised</p>
		Assist in the development of the marine science sector	<ul style="list-style-type: none"> <li>Design and development of marine science park at Dunstaffnage</li> <li>Development of UHI campus at Dunstaffnage, and associated sustainable growth of SAMS - extended teaching facilities and research capacity.</li> <li>Business growth/attraction of new business at Dunstaffnage</li> <li>Provision of housing and business developments at Dunbeg corridor to support growth of marine science sector, growth of Oban, provision of housing and business and community property.</li> </ul>	Site start Q1 2010/11 End 2010/11  Start Q3 2009 Ongoing	HIE  SAMS (+ HIE)  HIE + others WHHA, ABC HIE, ABC Scottish Government	<p>CPP-R02 – Lack of suitable employment and housing</p> <p>CPP-R05 – Environmental pollution/contamination</p> <p>CPP-R07 – Lack of investment in transport infrastructure</p> <p>CPP-R08 – Economic downturn – impact on regeneration projects</p> <p>CPP-R17 – Reduced attractiveness of Argyll and Bute for investors</p>
CPP CP03	Vibrant towns that are centres of economic activity	CHORD Projects	<ul style="list-style-type: none"> <li>Approval of Full Business Cases for CHORD projects</li> </ul>	3 by end 2010/11	ABC	<p>CPP-R07 – Lack of investment in transport infrastructure</p> <p>CPP-R08 – Economic downturn – impact on regeneration projects</p> <p>CPP-R09 – Shortage of affordable housing – limiting economic investment</p> <p>CPP-R12 - Low net inward migration of people of working age</p> <p>CPP-R17 – Reduced attractiveness of Argyll and Bute for investors</p>



# environment

Unique Outcomes		Actions to achieve outcomes		Success measures		Key dates		Lead		Risks	
CPP CP04	promoting our cultural, social and natural heritage	Increased access to woodlands	Core path mileage growth	Ongoing	SEARS	CPP-R11 – Decline of remote and island communities					
		Activities to promote health and wellbeing – e.g. cycling, walking etc	More people using walking and cycling tracks	Ongoing							
CPP CP05	utilising our environment to create employment and prosperity	Ensure good access to the SRDP to support rural businesses	Proportion of applications that are successful	Ongoing	SEARS	CPP-R05 – Environmental pollution/contamination CPP-R11 – Decline of remote and island communities CPP-R12 - Low net inward migration of people of working age					
		Promoting high quality design of energy efficient housing and other built structures	Developers adopting the Sustainable Design Guide	Ongoing	ABC	CPP-R02 – Lack of suitable employment and housing					
CPP CP06	protecting our unique area	Protection of iconic species and habitats via the SRDP programme	Management agreements in place for key habitats for Marsh Fritillary, Black Grouse and Corncrake secured (SEARS1) Increase to 95% the proportion of protected nature sites in favourable condition (NP33)	Ongoing	SEARS	CPP-R05 – Environmental pollution/contamination CPP-R11 – Decline of remote and island communities CPP-R17 – Reduced attractiveness of Argyll and Bute for investors					
		Adopting best practice management of sensitive woodlands	Securing positive management for designated sites (SSSIs and SPAs) (SEARS1)	Ongoing	SEARS						



# social affairs

Unique ref no	Outcomes	Actions to achieve outcomes	Success measures	Key dates	Lead	Risks
CPP CP07	Services are planned and delivered based on local needs	Development of integrated joint services between partners  Learning services accessible by people of all ages in all communities	<ul style="list-style-type: none"> <li>Mental Health service redesign agreed</li> <li>Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 in English AND Maths (ABC04c)</li> <li>Attainment levels in national qualifications (ABC04d)</li> <li>FE activity increases to match the Scottish average (AC1)</li> <li>Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training) (NP07)</li> </ul>	2010  Ongoing	NHS/ABC  ABC/AC	<p>CPP-R01 – Impact of recession on funding for public services</p> <p>CPP-R11 – Decline of remote and island communities</p> <p>CPP-R13 – Continued net out migration of young people</p> <p>CPP-R14 – Demographic changes impacting on service demand and resources</p> <p>CPP-R15 – Changing Government policy impacting on service demand</p> <p>CPP-R18 – Delay to redesign of services for older people and impact on delayed discharges</p> <p>CPP-R19 – Delay to redesign of mental health services</p> <p>CPP-R20 – Delay to modernisation of NHS services</p>
CPP CP08	overall health, well being, independence and social inclusion are improved	<p>Shift the balance of care from “institutional” to “home based” care</p> <p>Redesign of health and social care services to ensure people are supported to improve their lives</p> <p>Redesign of health and social care service to improve access for all groups</p>	<ul style="list-style-type: none"> <li>Reduce percentage of older people receiving services cared for in care home (ABC05b)</li> <li>Increase percentage of older people receiving services cared for with intensive home care (ABC05b)</li> <li>Reduce resource centre placements for learning disability clients (ABC05b)</li> <li>Community based support for children affected by disability (ABC05a)</li> <li>Proportion of looked after and accommodated children in a residential setting (ABC05a)</li> <li>Waiting lists for home care adults, residential care adults and clients with a learning disability (ABC05c, d and e)</li> <li>80% of all three to five year old children to be registered with an NHS dentist by 2010/2011 (NHS-H2)</li> <li>12 weeks max wait for all outpatient referrals and for inpatient / day case from Dec 2010, 18 weeks RTT (Referral to Treatment) from Dec 2011 (NHS-A12)</li> <li>Delayed Discharges: To continue to have no clients waiting over 6 weeks in an NHS Bed (NHS-T11)</li> </ul>	2012  Ongoing	ABC  ABC	

Unique ref no	Outcomes	Actions to achieve outcomes	Success measures	Key dates	Lead	Risks
CPP CP09	people feel safe and secure	Increase the rate of new affordable house building	<ul style="list-style-type: none"> <li>• Completions on shared equity and social rented houses (ABC06a)</li> <li>• Repeat homelessness within 12 months of case being completed (ABC06a)</li> <li>• Increase the rate of new house building - number of new builds (NP27)</li> </ul>	2012	ABC/ RSLs	CPP-R02 – Lack of suitable employment and housing CPP-R16 – Lack of affordable housing - impact on families
		Work with communities to identify community safety issues and needs	<ul style="list-style-type: none"> <li>• Substance misuse: Anti-social offences (Consumption of alcohol in public and Urinating in Public) (SP2a)</li> <li>• Substance misuse: Number of persons detected for drug supply crimes (SP2b)</li> </ul>	Ongoing	SP	CPP-R03 – Violence against people providing services CPP-R06 – Increase in drugs misuse
CPP CP10	our diverse culture is celebrated	Create better leisure facilities	<ul style="list-style-type: none"> <li>• New Pool and leisure facility for Helensburgh</li> </ul>	Dec 2012	ABC	CPP-R08 – Economic downturn – impact on regeneration projects
		Link with London 2012 and Glasgow 2014 to create opportunities for local people	<ul style="list-style-type: none"> <li>• Increase the extra curricular opportunities by 5% within schools and fill gaps in provision</li> <li>• Female participation – 5% increase in physical activity levels across primary and secondary pupils</li> </ul>	Ongoing	ABC	CPP-R13 – Continued net out migration of young people



# community engagement

Unique ref no	Outcomes	Actions to achieve outcomes	Success measures	Key dates	Lead	Risks
CPP CP11	To strengthen and extend community planning structures and mechanisms	Map existing Community Engagement mechanisms	Existing mechanisms are known and information is shared	May 2010	LACPGs	CPP-R01 – Impact of recession on funding for public services CPP-R11 – Decline of remote and island communities CPP-R14 – Demographic changes impacting on service demand and resources
		Develop a Communications Strategy (including Community Engagement)	A CPP Communications Strategy is developed which includes Community Engagement	June 2010	ABC	
		Find out which subjects communities are most interested in	Communities have agreed local priorities	March 2010	LACPGs	
CPP CP12	Increase involvement of all communities in community planning processes at local level and around subjects that they are interested in	Extend capacity building work with communities	Communities have the capacity to engage effectively	Ongoing	LACPGs/ 3rd Sector Interface	CPP-R04 – Impact of geography on outcomes for individuals CPP-R11 – Decline of remote and island communities
		Encourage all organisations to evaluate the way they engage with communities	CPP partners and other organisations have evaluated their community engagement processes	Ongoing	All	
		Deliver CPP Annual Conference in partnership with 3rd Sector and other CPP partners	Conference has taken place, evaluated and actions taken forward	April 2010	CPP-MC	
		Review and develop, where appropriate, mechanisms for engagement with specific equalities groups	Existing forums/groups assessed to determine if representative of identified equalities groups (People with disabilities / LGBT (lesbian, Gay, Bisexual and Transgender) / BME-Black and minority ethnic)	June 2010	ABC	
		Public Partnership Forum (PPF) to ensure effective engagement with NHS service planning and delivery	Local PPFs established for the seven locality areas of the CHP Regular well attended meetings of the local and Argyll and Bute PPFs Annual self assessment against the SHC Participation Standard continues to improve	March 2010 February, May, August and November each year April 2010	NHS NHS NHS	



# community engagement

Unique ref no	Outcomes	Actions to achieve outcomes	Success measures	Key dates	Lead	Risks
CPP CP13	To build capacity of organisations and communities	Annual Youth Participation event held	Annual Youth Participation event held	June 2010	ABC	CPP-R04 – Impact of geography on outcomes for individuals CPP-R11 – Decline of remote and island communities
		Young people supported to attend and participate at Scottish Youth Parliament	Young people supported to attend and participate at Scottish Youth Parliament	Ongoing	ABC	
CPP CP14		Ensure Community Engagement Tool Kit is accessible to all through CPP and other appropriate websites	Community Engagement Tool Kit is easily accessible through a number of appropriate websites	April 2010	ABC	
	To share experiences, knowledge, skills and resources	Champion successful initiatives of volunteers, communities and service providers	Successful initiatives are communicated widely and recognised at Volunteer Awards	June 2010	3rd Sector Interface	

## Monitoring and Evaluation

The action plans for each of the Community Plan themes sets out a series of success measures for each outcome. Progress on these, and other relevant measures, will be reported on a regular basis using performance scorecards.

The scorecards and a brief highlight report will be presented to the CPP Management Committee each quarter to ensure that the CPP is delivering on its commitments. A similar reporting process will be used by the Local Area Community Planning Groups to report progress on the success

measures in their action plans.

Regular consideration of the scorecards will enable the CPP partners and the CPP itself to spot trends and, if necessary, redirect resources to ensure commitments are kept.

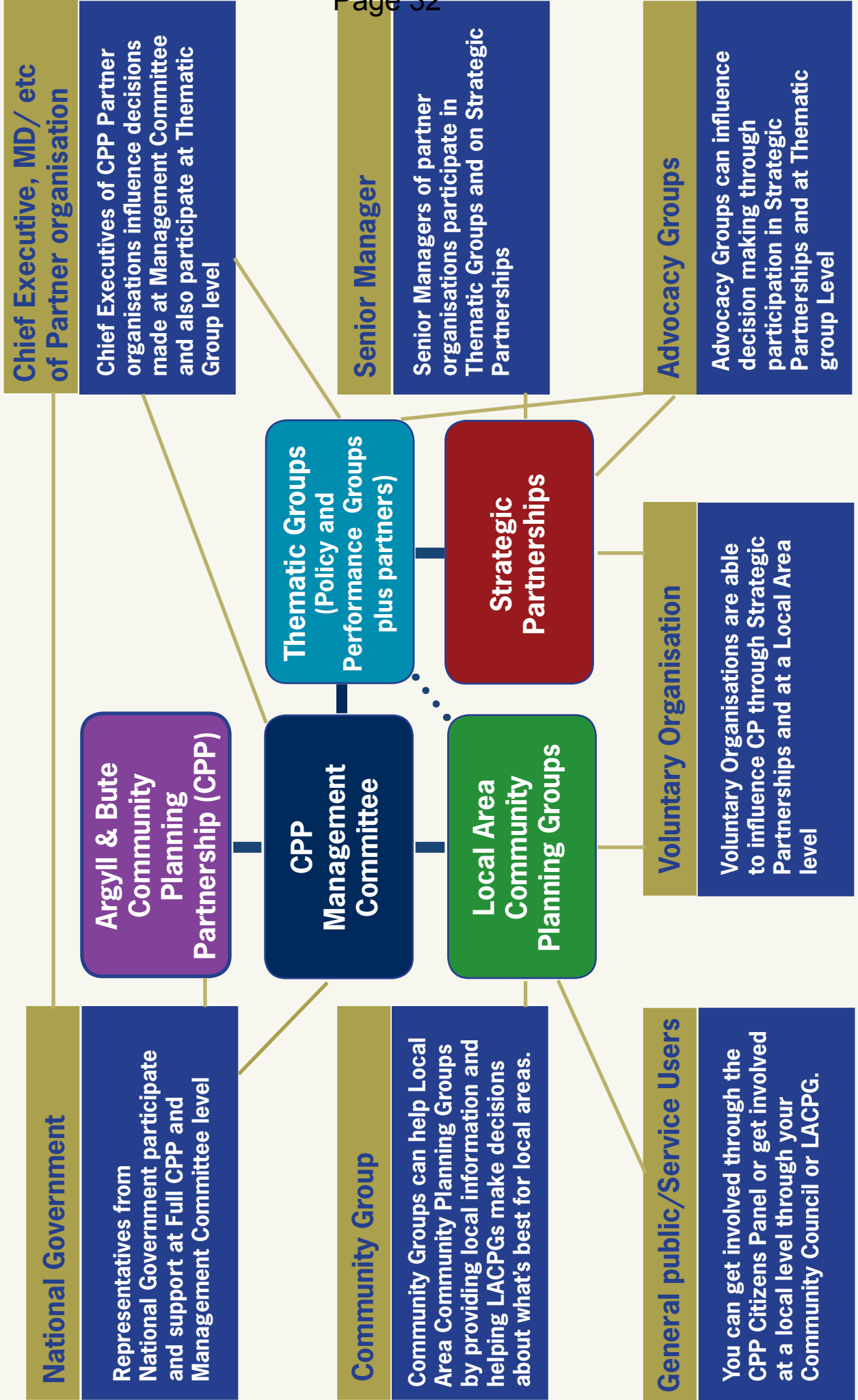
The scorecards and associated highlight reports will be published on the Council and Community Planning websites so that they are available to the public.

As a commitment to continuous improvement the Community Planning Partnership will review and evaluate planning processes to identify good practice and to learn the lessons of our successes and failures.





# Stakeholders





If you would like this document in another language or format, or if you require the services of an interpreter, please contact us at the Argyll and Bute Community Planning Partnership on 01546 602127 or email [cpp.enquiries@argyll-bute.gov.uk](mailto:cpp.enquiries@argyll-bute.gov.uk)

Ma tha sibh ag iarraidh an sgrìobhainn seo ann an cànan no riochd eile, no ma tha sibh a' feumachdainn seirbheis eadar, feuch gun leig sibh fios thugainn.

Gaelic

Jezeli chcieliby Państwo otrzymaO ten dokument w innym języku lub w innym formacie albo jeeli potrzebna jest pomoc Uumacza, to prosimy o kontakt z nami.

Polish

यह दस्तावेज़ यदि आपको किसी अन्य भाषा या अन्य रूप में चाहिये, या आपको अनुवाद-सेवाओं की आवश्यकता हो तो हमसे संपर्क करें

Hindi

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو ہمارے مہربانی ہم سے رابطہ کیجئے۔

Urdu

ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰੀਟਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।

Punjabi

本文件可以翻譯為另一語文版本，或製作成另一格式，如有此需要，或需要傳譯員的協助，請與我們聯絡。

Cantonese

## What now?

Thank you for reading this far. Please keep in touch and get involved if you possibly can.

## How?

- Ring 01546 602127 during office hours
- Email the Argyll and Bute Community Planning Partnership on [cpp.enquiries@argyll-bute.gov.uk](mailto:cpp.enquiries@argyll-bute.gov.uk)
- Visit our website <http://www.argyllandbutecpp.net>



forward together

gach ceum còmhla

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**COUNCIL'S MODERNISATION PROGRAMME**

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**1. SUMMARY**

The purpose of this report is to inform the Council of proposals to modernise the management arrangements of the Council and to seek approval for a number of specific future steps and outcomes that arise from these changes.

**2. RECOMMENDATIONS**

It is recommended that the Council:

- 2.1 Agree as Phase One of the modernisation programme the revised structure of the Council's Strategic Management Team to comprise the Chief Executive, three posts of Executive Director and Head of Strategic Finance as outlined in Appendix 1. The three Executive Director posts are as follows:-
  - Community Services
  - Customer Services
  - Development and Infrastructure Services
- 2.2 Agree as Phase Two of the modernisation programme which is the revised 12 Heads of Service posts, outlined in Appendix 2.
- 2.3 Note that the assessment process will consist of the following:-
  - Written statement as per an application
  - Presentation to the Appointments Panel
  - Presentation to Community Planning partners
  - Assessment and selection testing, including psychometric and competency profiling, assisted by an external organisation, commissioned by the Chief Executive
  - Individual interviews with Chief Executive and Directors
- 2.4 To delegate authority to the Chief Executive to implement the revised structure subject to the cost of reorganisation being recovered within a 3 year period.

- 2.5 Delegate authority to the Chief Executive to agree final designations and remits of the Executive Directors and Heads of Service as appropriate.
- 2.6 Appoint an Appointments Panel to take the process forward.

### **3. BACKGROUND**

- 3.1 Since my appointment to the post of Chief Executive in September 2008, I have taken time to observe and consider the operation and design of the Departments and Chief Officers structure. This is in the context of the Council's Vision, its capacity to improve and the need to focus more overtly on effective outcomes and performance.
- 3.2 There are aspects of the way that the Council operates that in my view require to change if the organisation is to improve and the services delivered to residents in Argyll and Bute are also to improve. In my belief, fundamental to this are behaviours and attitudes.
- 3.3 Although already a Council with what we may consider to be a lean structure at Chief Officer grade, it is my view that change must be led from the Strategic Management Team. The new Departmental structures are designed to facilitate and achieve organisational change. The changes to the structure of the Strategic Management Team will in time stimulate and require further change in the rest of the organisation.

### **4. CONSIDERATIONS**

- 4.1 The introduction of a new structure for the Strategic Management Team, as outlined at Appendix 1, and the move to posts of Executive Director will allow the Council to benefit from these post holders' operating in roles across the Council in addition to their direct operational responsibility for a group of services. This will maximise the integration potential across Departments and places momentum behind the delivery of the Council objectives and better outcomes for the population of Argyll and Bute. This approach creates the opportunity for the flexibility needed to meet the dynamics of the changing environment in which Argyll and Bute Council operates.
- 4.2 Flowing from the appointment of Executive Directors will be the reconfiguration and modernisation at Heads of Service: Appendix 2 outlines the main areas of responsibilities for the new Heads of Service. Modernisation and a more rigorous and focused drive for greater performance and efficiency are critical at this level and will potentially be the single greatest lever for the future success of the Council.

- 4.3 I am advocating that we need a new approach and a new organisational design for the Council. This will require new ways of working. It is imperative that the Council secures the right people to lead, direct and support the strategic delivery of services. In this changed environment, behaviours, attitudes, energy and single minded commitment to the principles of the organisation will be key.
- 4.4 The redesign of the organisation to three Departments will lead to the development and reconfiguration of new service areas and themes. These will be led by new Heads of Service posts which require key leadership competencies, support to strategic corporate working as well as specific professional knowledge and expertise.
- 4.5 Each current Director will be invited to apply for a new Director's post within the structure and each Head of Service will be invited to apply for up to 4 new Head of Service posts. This is subject to maintaining sufficient continuity for the organisation at Director level. Any jobs not filled will subsequently be open to internal or external recruitment as appropriate. This process will be staged, i.e. Directors first, then Heads of Service and should be concluded by the end of February 2010. The Redeployment Policy will apply should any Director/Head of Service not be successful in the selection process.
- 4.6 All new Executive Directors and Heads of Service will have a development plan as part of the process. This will also include myself and be used as part of our Performance Development Review (PDR).

## 5. RESOURCE IMPLICATIONS

- 5.1 The table below outlines the staff numbers and costs of the existing and proposed new structure. This represents a saving of £370,000 per annum compared to the cost of the current structure. The retirement/exit costs will require to be accounted for in 2009-2010. It is proposed these be met from the General Fund Reserve which will be reinstated in future years from the savings. The Council has a policy of recovering costs within a 3 year repayment period. It is proposed that authority be delegated to the Chief Executive to manage and implement this process

	CURRENT STRUCTURE		PROPOSED STRUCTURE	
	NUMBER	£000	NUMBER	£000
Directors	4	464	3	348
Heads of Service	15	1290	12	1032
<b>TOTAL</b>	<b>19</b>	<b>1754</b>	<b>15</b>	<b>1380</b>

Costs include employers national insurance and superannuation contributions.

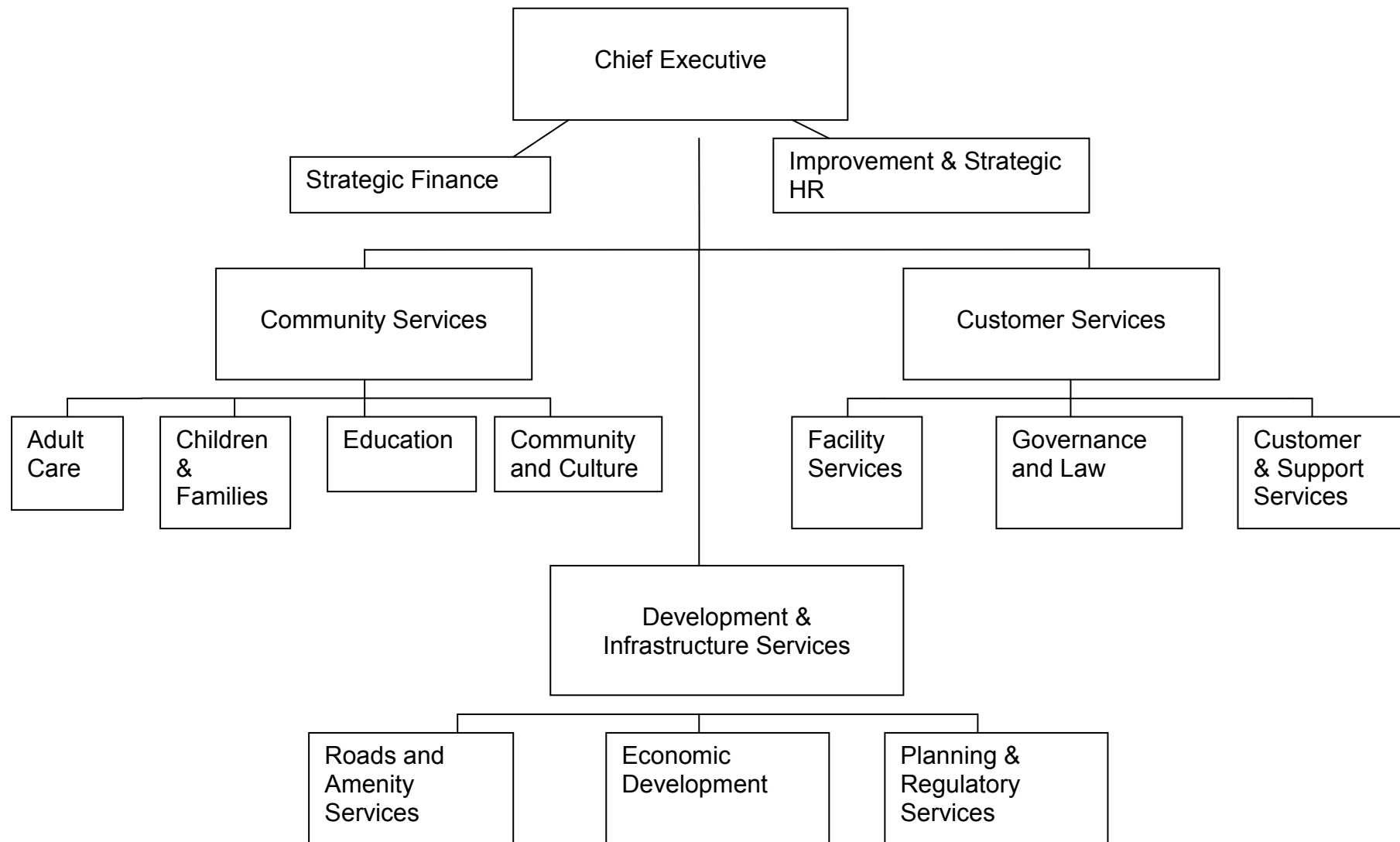
**6. CONSULTATION**

6.1 Public consultation is not appropriate, however, consultation has taken place with Trade Unions.

Sally Loudon  
Chief Executive  
18 November 2009

For further information please contact Sally Loudon, Chief Executive  
Telephone: 01546 604350 (4350)





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**NEW POSTS**

**1. EXECUTIVE DIRECTORS**

Generic Job Description  
Corporate Leaders with flexibility to move across Departments

- Community Services
- Customer Services
- Development and Infrastructure Services

**2. HEADS OF SERVICE**

**Head of Strategic Finance**

Chief Finance Officer  
Centralised accounting and budgeting function with staff aligned to  
Departments  
Internal Audit  
Treasury Management

**Head of Improvement and HR**

Improvement agenda, Best Value, Community Planning  
Centralised HR function with staff aligned to Departments  
Communications  
Emergency Planning  
Risk Management

**Head of Governance and Law**

Committee Services  
Legal Services  
Member Services

**Head of Support and Customer Service**

Contact Centre  
Customer Service Points  
Revenue and Benefits  
Exchequer  
Procurement  
ICT

**Head of Facilities**

Property for the whole Council  
Catering/Cleaning/Janitorial  
Fleet Management  
Asset Management

**Head of Roads and Amenities**

Roads – operations; design and network management  
Waste Management  
Streetscene  
Marine and Airport Operations

**Head of Planning and Regulations**

Planning – Development Policy and Management  
Environmental Health  
Trading Standards  
Building Standards  
Licensing

**Head of Economic Development**

CHORD  
Economic Development  
Transport Policy  
Physical Community Regeneration  
Connectivity

**Head of Adult Care**

Adult Services Social Work  
Adult Protection

**Head of Children and Families**

Children and Families Social Work  
School Hostels  
Child Protection

**Head of Education**

3-18 Education  
Curriculum for Excellence  
Education and support services (QIOs and Psychology services etc.)

**Head of Community and Culture**

Arts and Culture

Community Learning and Development

Libraries

Leisure and Sport

Housing and Homelessness

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**ARGYLL AND BUTE COUNCIL****COUNCIL  
26 NOVEMBER 2009**

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**PROCESS FOR CHANGE – DETAILED DESIGN STAGE**

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**1. SUMMARY**

- 1.1. The Executive approved £216,000 on 15 April 2009 to carry out detailed design for Customer Management and Workforce Deployment projects within the Process for Change Programme. The detailed design stage has now been completed and full business cases and implementation plans have been produced for both the Workforce deployment and Customer Management projects.
- 1.2. The recommendations from each project report, the full business case and implementation plans are ready to be presented to Council for approval. This paper seeks approval for these reports to be presented at a Council Business Day on 22 December in the Council Chamber. Presentations on both projects will be given followed by a question and answer session. This will be followed by a formal Council meeting at which a decision on whether/how to move forward into implementation can be made.

**2 RECOMMENDATIONS**

- 2.1 To note the arrangements for a Council Business Day on 22 December to present the detailed design reports for the Customer Management and Workforce Deployment projects.
- 2.2 To note that papers seeking approval on proceeding to implementation for the Process for Change programme will be submitted to a Council meeting on 22 December.

**3 DETAIL**

- 3.1 The Council completed the shared services diagnostic project over the period February to August 2008. 7 themes were identified as being worthwhile to proceed to high level design stage. In February 2009 the Executive approved the Process for Change High Level Design report recommending that a detailed design stage be carried out for Workforce Deployment and Customer Management themes, with the procurement theme moving directly into implementation.
- 3.2 The Process for Change programme assists us in working towards meeting the Scottish Government's national outcome number 15: "Our public services are high quality, continually improving, efficient and responsive to local people's needs". They fit closely with our Corporate Plan theme of "Forward Looking" and our Organisation Development Strategic Objective of

improving, innovative, proactive and successful.” Process for Change also features in the Council Improvement Plan as a key improvement action IP08.

- 3.3 **Workforce Deployment** would enable flexible, mobile and home working reducing the need for field staff to return to base to receive instructions. This increases time spent on direct service delivery, reducing travel, and with hot desking, will reduce requirements for office space, facilitating potential property rationalisation. This increases productivity, frees up office space and reduces admin support requirements with more data being updated immediately by professional staff.
- 3.4 The **Customer Management** theme would see an expansion of our Customer Service Centre (CSC) to meet a wider range of our customer needs, and improved choice of channels, with more self service, freeing up professionals to spend more time on complex cases. The Customer Service Centre would be able to make appointments for members of the public to see professionals where appropriate. Savings come from business process re-engineering as more services transfer into the CSC, such as eligibility for blue badge, basic planning enquiries, licensing applications, food vouchers and low cost equipment, free school meals, school clothing grants, Education Maintenance allowances, school travel, course and sports facility bookings. Savings also come from more enquiries being fulfilled through self serve via the Council’s web site.
- 3.5 The Process for Change detailed design report, full business cases and implementation plans for Customer Management and Workforce Deployment and associated appendices will be submitted for the Council meeting of 22 December 2009.

Judy Orr  
Head of ICT and Financial Services

19 November 2009



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ARGYLL & BUTE COUNCIL

COUNCIL  
26 NOVEMBER 2009

CORPORATE SERVICES

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EXTRACT OF MINUTE OF EXECUTIVE 19 NOVEMBER 2009

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\* **18. PROPOSED FINAL LOCH FYNE INTEGRATED COASTAL ZONE  
MANAGEMENT PLAN**

A report presenting the proposed Final Loch Fyne Integrated Coastal Zone Management (ICZM) Plan which requires approval from the Executive and Council to be adopted as supplementary planning guidance was considered.

**Decision**

Agreed to recommend to the Council approval of the proposed Final Loch Fyne ICZM Plan to be adopted as supplementary planning guidance.

(Reference: Report by Director of Development Services, submitted)

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