



Argyll and Bute
Community Plan
and Single Outcome Agreement
2012-2013

produced by the Argyll and Bute Community Planning Partnership

Nì sinn le chèile gach nì a tha nar comas
Realising our potential together



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Argyll and Bute Community Planning Partnership is committed to promoting equality

Key Principles:

- no-one is disadvantaged because of their race or ethnic origin, disability, gender, age, sexual orientation, or religion and belief
- the differences between people are valued and good relations between groups are promoted
- people are treated fairly and with equal respect
- informed assessments are made on the impact of policies and services
- people are involved in the decisions that affect them and encouraged to participate in public life



Foreword

Foreword from Chair of CPP and Management Committee.

As Chairs of the Argyll and Bute Community Planning Partnership and Management Committee, we are delighted to introduce this new Community Plan and Single Outcome Agreement that brings together our joint priorities for service delivery in Argyll and Bute.

This is an important time for the public sector, when joint working, cooperation and collaboration is essential to making sure that quality services continue to be delivered efficiently to the people of Argyll and



Cllr Dick Walsh



Derek Leslie

Bute in what is a highly challenging financial environment facing the public and voluntary sectors. From the strategic issues around the integration of health and social care to the local issues of community development and individual volunteering, we all have an important role to play. This document sets out the framework and the priorities for us all to deliver together.

Our focus continues to be on the four main themes that are central to Argyll and Bute: the Economy, Social Affairs, the Environment and our Communities and 3rd Sector. As partners, we are delivering on many important and exciting service improvements, with investment in our towns through the £30m CHORD Programme and the development of significant renewable energy hubs, working closely with communities through the Argyll and Bute Renewables Alliance. We are clear that the economy is a key driver for ensuring that our communities and our young people have a strong and sustainable future. Our agenda for taking early action to support people at risk in our communities is also a clear priority, ensuring that our health, education and social care services are closely aligned.

In these challenging times, effective partnership working is fundamental and this Plan sets out a clear path for us to take together.

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

Derek Leslie, General Manager, Argyll and Bute Community Health Partnership, Chair of the Community Planning Management Committee



1: Introduction

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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.

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** was at the core of that new relationship and reflected the spirit of partnership working in Argyll and Bute. 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.

This combined **Community Plan** and **Single Outcome Agreement 2012-2013** will bridge the one year from the end of the Single Outcome Agreement period to the end of the current Community Plan timeframe. This one year plan will continue to ensure that Argyll and Bute contributes to the delivery of the Government's 15 national outcomes and delivers better outcomes for our communities.

The **Argyll and Bute Community Planning Partnership** is focused on what residents have told us is most important to them. This one year combined Community Plan and Single Outcome Agreement 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 one year plan and each partner has reflected the key issues in their own plans as appropriate.

Delivery through Partnership

The Argyll and Bute Community Planning Partnership is responsible for delivering the Community Plan and Single Outcome Agreement (SOA). This combined plan will be monitored through the Community Planning Partnership's Thematic Groups and by the Management Committee, making sure that that the Community Planning Partnership delivers outcomes.

The vision for community planning in Argyll and Bute is:

Realising Our Potential Together

The core values underpinning this vision are that:

We involve and listen to our customers and communities

We take pride in delivering best value services

We are open, honest, fair and inclusive

We respect and value everyone

Consulting Communities

Through the Argyll and Bute Citizens' Panel and local consultation events the CPP asks about issues affecting communities. Last year you told us that you wanted front line services protected and savings should be made in non essential functions such as travel, subsistence, venue hire and advertising and that there should be increases in fees and other charges. You also told us that more money needed to be spent on our roads and as a result of that an additional £15m was committed over three years.



2: Local Context

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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 89,200 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 per cent 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 120 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 2008, the proportion of 0-15 year olds is projected to fall by almost 14%, working age population by almost 14%, and the proportion of the population of pensionable age to increase by 20%. Average gross weekly pay for fulltime workers is lower in Argyll and Bute than in Scotland (£470.20, compared to a Scottish average of £486.90). An estimated 15 per cent of jobs in Argyll and Bute are tourism-related. This compares to 9 per cent of Scottish jobs. Service sector jobs account for 86 per cent of all employee jobs in Argyll and Bute, compared to 82 per cent across Scotland. Thirty-four per cent of employee jobs in Argyll and Bute are in 'public administration, education and health'. This compares to 32 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



2: Argyll and Bute Community Planning Partnership

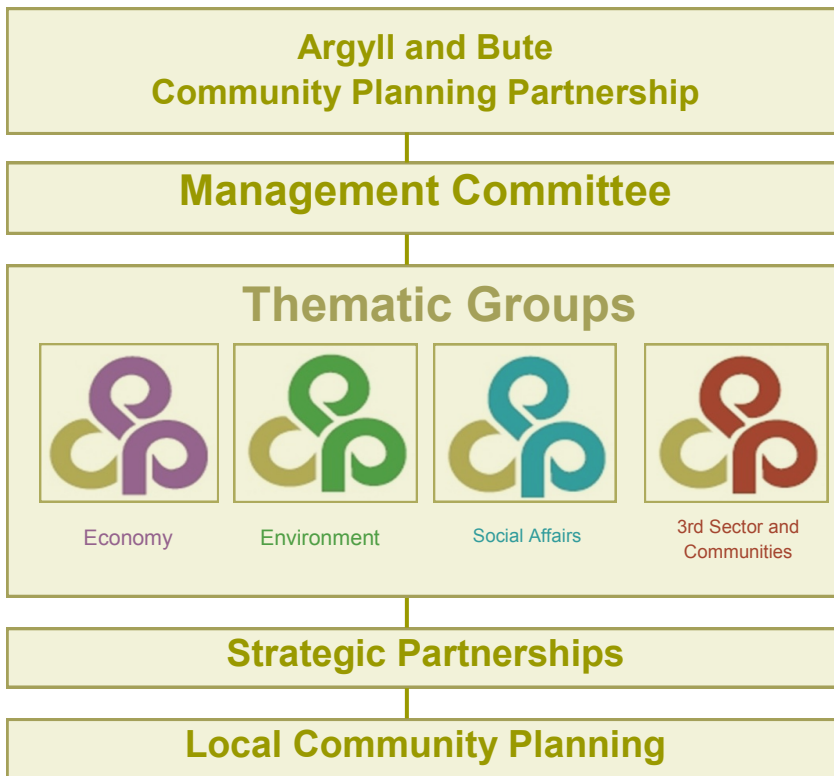
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The Argyll and Bute Community Planning Partnership

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 plan agreed by the Full Partnership is delivered. This plan sets out the community planning partnership’s priorities under the 4 themes of:

Economy; Environment; Social Affairs and Third Sector and Communities.

Strategic Partnerships

-there are a number of strategic partnerships in Argyll and Bute helping deliver Community Planning outcomes.

Local Community Planning

-these local partnerships are made up of local representatives of Community Planning Partners and local communities.



3: CPP Themes and National Outcomes

CPP Theme	National Outcomes
<p>Argyll and Bute Community Planning Partnership</p>	<p>15—Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</p>
 <p>Economy</p>	<p>1—We live in a Scotland that is the most attractive place for doing business in Europe. 2—We realise our full economic potential with more and better employment opportunities for our people . 3—We are better educated, more skilled and more successful, renowned for our research and innovation.</p>
 <p>Environment</p>	<p>10—We live in well designed, sustainable places where people are able to access the amenities and services they need. 12—We value and enjoy our built and natural environment and protect it and enhance it for future generations. 14—We reduce the local and global environmental impact of our consumption and production</p>
 <p>Social Affairs</p>	<p>3—We are better educated, more skilled and more successful, renowned for our research and innovation. 4—Our young people are successful learners, confident individuals, effective contributors and responsible citizens. 5—Our children have the best start in life and are ready to succeed. 6—We live longer, healthier lives. 7—We have tackled the significant inequalities in Scottish life. 8—We have improved the life chances for children, young people and families at risk 9—We live our lives safe from crime, disorder and danger</p>
 <p>3rd Sector and Communities</p>	<p>7—We have tackled the significant inequalities in Scottish life. 11—We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others. 13—We take pride in a strong, fair and inclusive national identity.</p>



4: Economy

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We need our people to have the right skills and attitudes to seize opportunities. We need to ensure that our economy is diverse, dynamic and highly adaptable with the ability to attract people of all ages to live and work here.

Local Outcomes	National Outcomes
<p>CPP 1— Argyll and Bute has more new businesses operating in the area, creating more jobs.</p> <p>CPP 2— We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute</p> <p>CPP 3— We have contributed to an environment where existing and new businesses can succeed.</p> <p>CPP 4—Our transport infrastructure adapts and develops to meet the social and economic needs of our communities.</p>	<p>1 We live in a Scotland that is the most attractive place for doing business in Europe.</p> <p>2 We realise our full economic potential with more and better employment opportunities for our people .</p> <p>3 We are better educated, more skilled and more successful, renowned for our research and innovation.</p>

Key Strategic Documents

- **Scottish Government Economic Strategy**
<http://www.scotland.gov.uk/Publications/2011/09/13091128/0>
- **ABC Economic Development Action Plan**
<http://www.argyll-bute.gov.uk/business-and-trade/economic-development-action-plan>
- **Renewable Energy Action Plan**
<http://www.argyll-bute.gov.uk/planning-and-environment/renewable-energy-action-plan>
- **Strategic Housing Investment Plan**
<http://argyllcommunities.org/files/2011/08/LHS-Summary-Email-Version.pdf>
- **A&B Transport Outcome Report 2011/12**
http://www.spt.co.uk/wmslib/Documents_RTS/TORs/argyll_bute.pdf
- **Argyll and Bute Development Plan**
<http://www.argyll-bute.gov.uk/planning-and-environment/local-plan>
- **HIE Operating Plan 2011-14**
<http://www.hie.co.uk/about-hie/news-and-media>
- **Scottish Enterprise Business Plan**
<http://www.scottish-enterprise.com/about-us/what-we-do/our-business-plan.aspx>
- **ABSEN Business Plan**
<http://www.absen.org.uk/articles/article.php?sectionID=5&articleID=43>
- **Skills Development Scotland Strategy**
<http://www.skillsdevelopmentscotland.co.uk/our-story/our-strategy.aspx>



4: Economy

Code	Outcome	Code	Success measure *	Target/timescale	Benchmark	Lead
CPP 01	Argyll and Bute has more new businesses operating in the area, creating more jobs.	CPP 01.02	No of business start ups supported	135 March 2013	A benchmarking measure will be added as soon as the required start-up data is released from the Business Gateway national team.	Argyll and Bute Council
		CPP 01.04	No of social enterprises assisted to start up	30 March 2013	20	Third Sector Partnership
		CPP 01.05	Number of account managed businesses supported	40 March 2013	No benchmark available	Highlands and islands Enterprise
		CPP 02.04	Increase the number of volunteers or course participants finding employment through gaining skills to 12 by March 2013.	12 March 2013	8 (local)	Third Sector Partnership
		CPP 02.07	No of people in employment and self employment rate (working age population, 16-64 years)	Measure trends on an annual basis against current actual benchmark data – maintain relative trends.	40,300 and 13.0%	Economy CPP Thematic Group
CPP 02	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute	CPP 02.11	Open new engineering training centre to provide general engineering but also specific renewables training	October 2012	N/A	Argyll College
		CPP 03.01	% CHORD full business cases complete	100% 2012/13	N/A	Argyll and Bute Council
		CPP 03.02	Grants awarded to LEADER projects in rural areas of Argyll and the Islands	£6.5m (cumulative over 2007-13 period)	Unique to the geography of the area. No benchmark available.	Argyll and Bute Council
CPP 03	We have contributed to an environment where existing and new businesses can succeed.	CPP 03.03	Improve the speed and determination of planning applications.	Determine 70% of all applications within their statutory timescale. March 2013	Scottish Average 69% Rural 9 Average 57%	Argyll and Bute Council
		CPP 04.02	Category 1 road defects repaired in accordance with the roads asset management plan	90%	88.25% APSE Performance Network	Argyll and Bute Council
		CPP 04.03	Average response time for completing of planned pre-salting of roads	2.5Hrs	2.25 Hrs APSE Performance Network	Argyll and Bute Council
		CPP 04.04	Street Lighting faults repaired in 7 days	88%	92% APSE Performance Net-work	Argyll and Bute Council
CPP 04	Our transport infrastructure adapts and develops to meet the social and economic needs of our communities.					

*these are only a few of the success measures the CPP Economy Thematic Group uses. For a full list of all the Economic success measures visit <http://www.argyll-bute.gov.uk/community-life-and-leisure/thematic-groups>



4: Economy



CHORD The Council is progressing well with its ambitious programme of regeneration in the five towns of **C**ampbeltown, **H**elensburgh, **O**ban, **R**othesay and **D**unoon (CHORD). Projects currently being implemented include Townscape Heritage Initiative's (THI) in Campbeltown and Rothesay and the Kinloch Road Regeneration project in Campbeltown. The plans to revitalise Helensburgh's town centre and esplanade should begin in early 2012. We are working to secure capital

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



The refurbishment of this prominent shopfront in Campbeltown has significantly enhanced the streetscape, bringing vacant floorspace back into use and creating employment.

Works included: Removal of existing board and reinstatement of left hand window; timber repairs to all windows; refurbishment of all doors to both elevations; removal of all redundant signage and cabling; redecoration of all elevations including render, windows, doors, and security bars. The works were completed in August 2011.



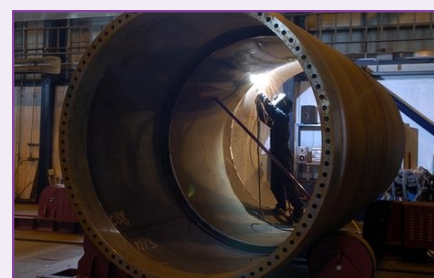
More information available at — <http://www.argyll-bute.gov.uk/content/chord-town-centre-regeneration-projects>

Inward Investment - Kintyre

2012 will see the re-opening of the Royal and Ugadale hotels in Kintyre after extensive refurbishment by the US based Southworth Developments Group. This significant investment which is being supported by the European Regional Development Fund and grant assistance from Highlands and Islands Enterprise (HIE) to reflect its importance to the wider local economy will build on the success the Group has already had in establishing the international reputation of the Machrihanish Dunes golf course.



Kintyre's role as a centre for the renewables industry has been restored after a joint venture between Scottish and Southern Energy and Marsh Wind Technology acquired the former Skykon factory. Production of towers for the Clyde Wind Farm has now recommenced retaining 85 jobs at the plant in Campbeltown. To secure this investment HIE is providing funding of £3.4million and Argyll and Bute Council is committing up to £12million to upgrade Campbeltown port and local roads. The inclusion of the area in the National Renewables Infrastructure Plan opens up opportunities for the growth and development of supply chain businesses.



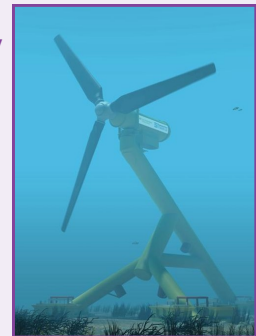


4: Economy

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Argyll and Bute Renewables Alliance (ABRA)

The Argyll and Bute Renewables Alliance (ABRA) was developed from a key action identified in the REAP. ABRA brings together key partners including Argyll and Bute Council, Highlands and Islands Enterprise, Scottish Government, Marine Scotland, Scottish Power Renewables, Scottish and Southern Energy, Crown Estate Commission, Scottish Natural Heritage and Skills Development Scotland.



ABRA will ensure a strategic overview of renewable development, and a greater awareness of all the issues relating to this development across Argyll and Bute and Scotland, as well as assist with implementation of the REAP. Partners will identify options for coordinated and joined up discussions between public and private sectors, to allow for alignment of partner plans, objectives and future investment, to realise collective requirements in order to overcome barriers to development and maximise the opportunities presented by this industry, in order to achieve our vision as outlined by the REAP.

Argyll College Engineering Training Centre

In 2012 Argyll College will be opening a brand new, purpose built engineering facility adjacent to the current construction skills training centre in Lochgilphead. The new facility will enable Argyll College to deliver engineering based training in Argyll for the first time. Electrical, Mechanical, Engineering and Welding courses will all be delivered from the new training centre. The centre will also focus on skills specific to the development renewable in Argyll and Bute.



LEADER



Leader is part of the Scotland Rural Development Programme (SRDP). LEADER is a bottom - up method of delivering support for rural development. With an ethos of strong partnership working and community empowerment, the Argyll and the Islands LEADER Local Action Group continues to fund new and innovative projects to support sustainable, community-based development and growth of rural communi-

ties throughout the area.

In a time of economic uncertainty and despite the reduced availability of match funding, our communities continue to show innovation and drive to progress the sustainability of our area. During April 2010 – March 2011, Argyll and the Islands LEADER partnership has successfully contributed £1,531,443 of grant funding to 57 projects, under the themes of Revitalising Communities and Progressive Rural Economy





5: Environment



Argyll and Bute is an area of great natural beauty and diversity. We have huge natural potential for energy generation, food and drink, leisure and tourism. We need to develop the area further, whilst protecting and enhancing what makes it attractive.

Local Outcomes	National Outcomes
<p>CPP 5— The places we live, work and visit are well planned, safer and successful, meeting the needs of our communities.</p> <p>CPP 6 —We contribute to a sustainable environment.</p> <p>CPP 7— The full potential of our outstanding built and natural environment is realised through partnership working.</p>	<p>10 We live in well designed, sustainable places where people are able to access the amenities and services they need.</p> <p>12 We value and enjoy our built and national environment and protect it and enhance it for future generations.</p> <p>14We reduce the local and global environmental impact of our consumption and production.</p>

Key Strategic Documents

- **Biodiversity Plan**
<http://www.argyll-bute.gov.uk/news/2010/nov/local-biodiversity-action-plan-2010-2015>
- **Economic Development Action Plan**
<http://www.argyll-bute.gov.uk/business-and-trade/economic-development-action-plan>
- **Renewable Energy Action Plan**
<http://www.argyll-bute.gov.uk/planning-and-environment/renewable-energy-action-plan>
- **Strategic Housing Investment Plan**
<http://argyllcommunities.org/files/2011/08/LHS-Summary-Email-Version.pdf>
- **Argyll and Bute Development Plan**
<http://www.argyll-bute.gov.uk/planning-and-environment/local-plan>
- **Argyll and Bute Woodland and Forestry Strategy**
<http://www.argyll-bute.gov.uk/woodland>
- **Scottish Natural Heritage Corporate Plan**
<http://www.snh.gov.uk/docs/C226686.pdf>
- **Loch Lomond and the Trossachs National Park Plan**
<http://www.lochlomond-trossachs.org/looking-after/corporate-plan/menu-id-891.html>
- **Scottish Rural Development Programme**
<http://www.scotland.gov.uk/Topics/farmingrural/Agriculture/grants/SRDProot>
- **Core Path Plan**
<http://www.argyll-bute.gov.uk/planning-and-environment/core-path-planning>
- **A&B Transport Outcome Report 2011/12**
http://www.spt.co.uk/wmslib/Documents_RTS/TORs/argyll_bute.pdf



5: Environment

Code	Outcome	Code	Success measure *	Target/timescale	Benchmark	Lead
CPP 05	The places we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	CPP 05.01	Limiting climate change and adapting to its effects <i>Promote joint working initiatives to ensure co-operation (eg on the Carbon Reduction Commitment and public bodies' duties)</i>	SEARS partners to report targets to August 2012 Review annually at Environment Theme group	To be established August 2012	Environment Thematic Group
		CPP 05.02	Protecting and improving the Scottish water environment	100%	Compare with SG targets	ABC/SEPA/LBAP/SEARS
		CPP 05.04	% of relevant local authority-driven plans/strategies link to and reflect the 'no deterioration' and 'improvement' objectives (Source: SEPA factsheet 4)	March 2013		
		CPP 06.01	% of building warrants issued within 6 days	80%		Argyll and Bute Council
		CPP 06.04	Reduction in Councils Carbon emissions.	20% reduction by 2014	9.7%	Argyll and Bute Council
		CPP 06.05	No of tonnes of Biodegradable Municipal Waste to landfill	5,650 tonnes per quarter	20,388 Council measure based on 2010/11 performance	Argyll and Bute Council
		CPP 06.07	Increased Recycling, composting and recovery rate for household waste	40%	38% National Benchmark	Argyll and Bute Council
CPP 06	We contribute to a sustainable environment.	CPP 06.05	Streetscene - % overall street cleanliness	74%	73% LEAMS National Benchmark	Argyll and Bute Council
		CPP 07.01	Loch Lomond and Trossachs National Park Plan 2012-17 Approved	June/July 2012	Plan adopted during 2012 and implementation supported by Partners	Loch Lomond and Trossachs National Park
		CPP 07.02	SEARS partners and land managers to work together towards target of 95% of features on protected areas in favourable condition	90%	95% (national target)	SNH/SEARS
		CPP 07.03	Promote woodland creation and restructuring in accordance with the SFP through implementation of 2012 - 13 elements of strategic forestry plan	100%	Against national woodland cover target (already exceeded in Argyll)	Environment Thematic Group
		CPP 07.04	Core paths plan adopted	December 2012	Unique to A&B No benchmark	Argyll and Bute Council
CPP 07.05	Develop a community benefit framework to secure social economic benefit for Argyll and Bute	2: 1 on-shore, 1 off-shore by f/q 4 2013	New measure No benchmark	Argyll and Bute Council		
CPP 07	The full potential of our outstanding built and natural environment is realised through partnership working.					

*these are only a few of the success measures the CPP Environment Theme Group uses. For a full list of all the Environment success measures visit <http://www.argyll-bute.gov.uk/community-life-and-leisure/thematic-groups>



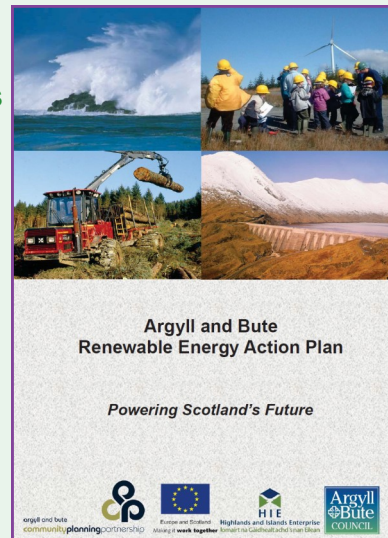
5: Environment

Argyll and Bute Renewable Energy Action Plan



(CPP CP02: Sustainable Economic Assets – Maximise economic benefits from renewable energy sector; Agreement of ‘Renewables Action Plan’ for Argyll and Bute to promote economic development).

The Argyll and Bute Renewable Energy Action Plan (REAP), endorsed by the Executive Committee 12th August 2010, was developed from a key action in the Argyll and Bute Community Plan 2009-2013. The Renewable Energy sector is increasingly being recognised as a significant driver of Scotland’s future economic success. The REAP recognises the potential of Argyll and Bute’s abundant renewable resource, and provides a framework to facilitate a co-ordinated partnership approach in order to realise the potential of our sustainable economic assets, in contributing toward future economic development for Argyll and Bute and Scotland. It outlines our vision, and actions to achieve this, which seeks to ensure:



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

For more information on the Renewable Energy Action Plan visit - <http://www.argyll-bute.gov.uk/planning-and-environment/renewable-energy-action-plan>

Wildlife Tourism

Wildlife Tourism is a growing part of the tourist industry in Argyll and Bute. As fishing and agricultural industries struggle, specialist sectors, such as whale-watching and sea eagle-watching, can attract tourists to our remote and rural areas, contributing to the local economy.



Marine and land based wildlife tourism is well-established on Mull and a range of trips are on offer to visitors, including those related to the Sea Eagle project.

Wildlife Tourism brings a range of social and economic benefits to the wider local community. Local boat operators, local food producers, accommodation providers and local artists are among some of those who benefit from people visiting the area, staying longer and spending more money. This is recognised in the Woodland and Forestry Strategy which seeks to further develop woodlands’ contribution to tourism and recreation in Argyll and Bute.



5: Environment

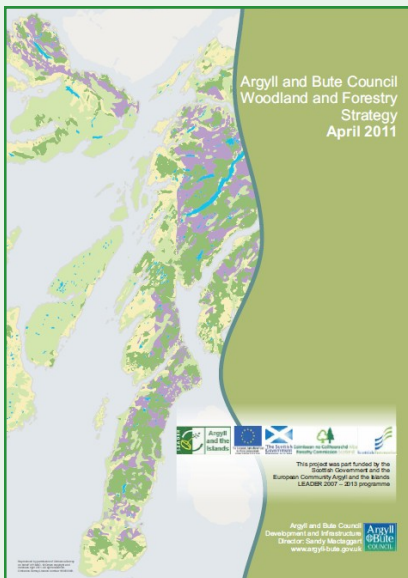
Argyll and Bute Core Paths Plan

The Finalised draft of the Core Paths Plan was published in January 2011 and the Outdoor Access Team is now trying to resolve some of the 140 objections to Paths and Launching Points. It is expected that a Public Local Inquiry (PLI) into the remaining objections will be required during 2012. At present 981 miles of Core Paths, 172 Launching Points, 381 and miles of Aspirational paths will be included in the final Plan with this figure likely to rise following the PLI. Moving forward the team will start to survey the network and begin the process of prioritising future investment in path improvements. The initial priorities will be to ensure the safety of structures including bridges followed by the installation of signage and way markers.



For more information on the Core Path Plan visit - <http://www.argyll-bute.gov.uk/planning-and-environment/core-path-planning>

Woodland and Forestry Strategy



Forests and woodland cover over 30% of the land area of Argyll and Bute, and as such, impact on many aspects of our lives.

The strategy provides an overall picture of the resource and its related issues. It sets out what we would like our woodlands to look like over the next 50 years in our area, and how we can make the most of them so that they contribute to our local economy, to the environment, our rich heritage, and to the quality of life for our communities and residents. It contains an Action Plan which is linked to Scottish Rural Development Programme funding.



The Argyll and Bute Woodlands and Forestry Strategy was commissioned by Argyll and Bute Council and Forestry Commission Scotland. Funding support was also given by Argyll and the Islands LEADER, and Scottish Enterprise.

For more information on the Woodland and Forestry Strategy visit - <http://www.argyll-bute.gov.uk/woodland>





6: Social Affairs



We want to deliver the best services for our customers. To do this we need to have policies, protocols and processes that focus on our customers' needs. Our employees need to have the right skills and tools to do their jobs. We need to make the most of our resources by working with our partners to deliver services in a different way.

Local Outcomes	National Outcomes
<p>CPP 8 —Our children are protected and nurtured so that they can achieve their potential.</p> <p>CPP 9 —Our people are supported to live more active, healthier and independent lives.</p> <p>CPP 10 —We work with our partners to tackle discrimination.</p> <p>CPP 11 —Vulnerable children and families are protected and are supported in sustainable ways within their communities.</p> <p>CPP 12—Our young people have the skills, attitudes and achievements to succeed throughout their lives.</p> <p>CPP 13— The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.</p> <p>CPP 14—The Places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.</p>	<p>3 we are better educated, more skilled and more successful, renowned for our research and innovation.</p> <p>4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>5 Our children have the best start in life and are ready to succeed.</p> <p>6 We live longer, healthier lives.</p> <p>7 We have tackled the significant inequalities in Scottish life.</p> <p>8 We have improved the life chances for children, young people and families at risk</p> <p>9 We live our lives safe from crime, disorder and danger</p>

Key Strategic Documents

- **ABC Equality and Diversity Scheme**
<http://www.argyll-bute.gov.uk/sites/default/files/Equality%20and%20Diversity%20Scheme.pdf>
- **Strategic Housing Investment Plan**
<http://www.argyll-bute.gov.uk/service-information/community-and-culture>.
- **Integrated Children's Services Plan**
<http://www.argyll-bute.gov.uk/social-care-and-health/integrated-childrens-service-plan-2009-2012>
- **Integrated Older People's Service Plan**
<http://www.argyll-bute.gov.uk/council-and-government/corporate-plan-2011-2012>
- **ABC Education Services Plan**
<http://www.education.ea.argyll-bute.sch.uk/admin/admin.asp>
- **Adult Protection Plan**
<http://www.argyll-bute.gov.uk/social-care-and-health/adult-protection-committee>
- **Child Protection Plan**
<http://www.argyll-bute.gov.uk/abcpcp>
- **Curriculum for Excellence Action Plan**
<http://www.education.ea.argyll-bute.sch.uk/learn/teach/ace.asp>
- **More Choices More Chances / 16+ learning Choices**
<http://www.scotland.gov.uk/Publications/2006/06/13100205/10>
- **Health Improvement Planning and Performance Group**
[http://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/Documents/6\(1\).3%20HIPPAG%20Appendix%201.pdf](http://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/Documents/6(1).3%20HIPPAG%20Appendix%201.pdf)
- **Strathclyde Police**
<http://www.strathclyde.police.uk/index.asp?locID=535&docID=-1>
- **Strathclyde Fire and Rescue**
<http://www.strathclydefire.org/about-us/planning-and-performance.aspx>
- **A&B Transport Outcome Report 2011/12**
http://www.spt.co.uk/wmslib/Documents_RTS/TORs/argyll_bute.pdf
- **Sport and Physical Activity Strategy**
<http://www.argyll-bute.gov.uk/service-information/community-and-culture>.



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Research and Information

The Community Planning Partnership has access to many sources of demographic data and other statistical information. Population statistics and projections, in conjunction with other information, help the CPP to ensure services are delivered where they are needed and to plan for future changes in needs.

Population Projections

Over the 2008-2033 period, the total population of Scotland is projected to increase from 5,168,500 to 5,544,410. However, the sub-national projections indicate that there will be regional variations within Scotland. Of the 32 Scottish Local Authorities, 19 are expected to show population growth and 13 – including Argyll and Bute – are expected to experience population decline.

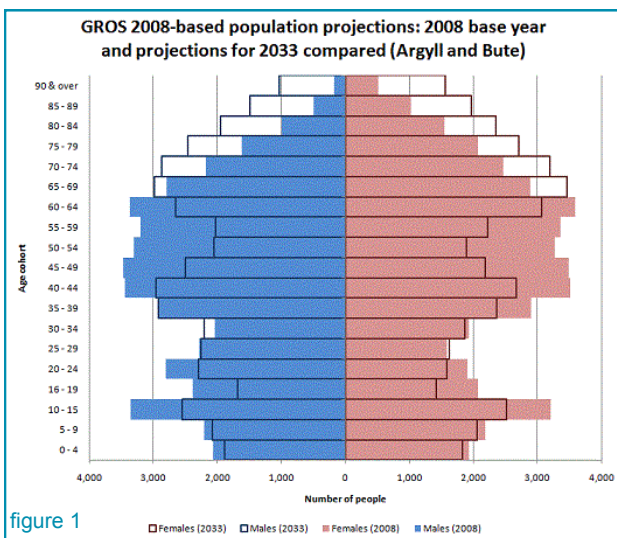


figure 1

This graph (figure 1) shows the projections from 2008 to 2033.

As well as absolute population numbers in Argyll and Bute changing (falling from 90,500 to 85,383 over the projection period), the age profile of the population is expected to change, with proportions of 0 to 15s and working age populations decreasing, and the proportions of the pensionable-age population increasing

Population by Area

This diagram (figure 2) shows the population breakdown for Argyll and Bute as a whole and also for the four administrative areas.

The age profiles of the different areas means that the needs will be different in each area. Knowing this information helps us to deliver services where they are needed.

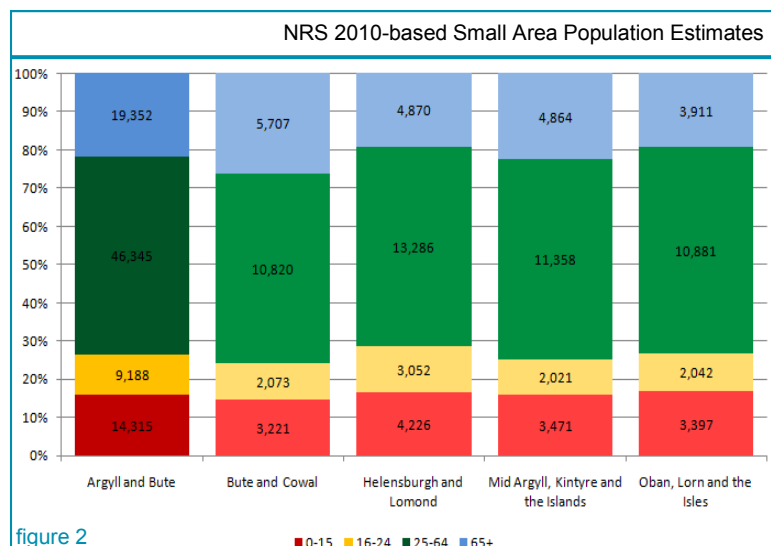


figure 2



6: Social Affairs

CPP 08	Our children are protected and nurtured so that they can achieve their potential.	CPP 08.01	Maintain the percentage of care leavers with a pathway plan at 100%.	100%	100%	Argyll and Bute Council
		CPP 08.02	Ensure the percentage of children on Child Protection Register (CPR) with a current risk assessment remains at 100%.	100%	100%	Argyll and Bute Council
		CPP 08.04	Increase the percentage of children affected by disability receiving community based support to 80%.	85% by August 2012	80%	Argyll and Bute Council
		CPP 09.01	Increase the number of enhanced Telecare packages to 370.	370	325	Argyll and Bute Council
CPP 09	Our older people are supported to live more active, healthier and independent lives.	CPP 09.03	Increase the percentage of older people receiving care in the community versus residential care or NHS continuing care beds to 70/30%.	70% / 30%	65%/35%	Argyll and Bute Council / NHS Highland
		CPP 09.06	Increase or maintain % of adults with good or very good self perception of their health to 76%	76% or higher	76%	NHS Highland
		CPP 10.01	The workforce and community members skilled in suicide awareness; Ensure 50% of frontline NHS staff have attended mental first aid training	50% of NHS staff	42% March 2011	NHS Highland
CPP 10	We work with our partners to tackle discrimination.	CPP 10.02	75% of Community Planning Partners sign "See Me" pledge to reduce discrimination and stigma of mental health problems.	75%	0	NHS Highland
		CPP 10.03	Deliver training on Lesbian, Gay, Bisexual and Transgender issues.	2 courses.	0	NHS Highland
		CPP 11.01	GIRFEC Increase the percentage of Looked After and Accommodated Children (LAAC) in Care over 12 months with a Plan for Permanence.	75%	75%	Argyll and Bute Council
CPP 11	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.	CPP 11.05	Reduce the total number of delayed discharge clients within Argyll and Bute to 25.	Less than 20 by March 2013	32	Argyll and Bute Council
		CPP 11.06	Increase the number of older people who are supported to live independently for longer through third sector interventions and support to 850.	850	750 (national)	Third Sector Partnership

*these are only a few of the success measures the CPP Social Affairs Thematic Group uses. For a full list of all the Social Affairs success measures visit <http://www.argyll-bute.gov.uk/community-life-and-leisure/thematic-groups>



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Code	Outcome	Code	Success measure *	Target/timescale	Benchmark	Lead
CPP 12	Our young people have the skills, attitudes and achievements to succeed throughout their lives.	CPP 12.01	Curriculum for Excellence; basket of 7 indicators Increase the positive outcomes for pupils across Argyll and Bute.	100%	100%	Argyll and Bute Council
		CPP 12.10	Increase the percentage of school leavers going to a positive destination to 87%.	86%	87%	Argyll and Bute Council
		CPP 12.13	Increase the number of young people who are re-engaged with training or education following interventions from third sector to 30.	30	10 (local)	Third Sector Partnership
CPP 13	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.	CPP 13.01	Reduced incidence of hazardous alcohol consumption through delivery of Alcohol Brief Interventions (ABIs)	1066 ABIs per year	411 (ABIs) delivered April – September	NHS Highland
		CPP 13.02	Reduce or maintain current rates of hospitalisation from alcohol related conditions to 1,117 per 100,000 population.	Less than or equal to 1,117 per 100,000 population	1,117 per 100,000 population	NHS Highland
		CPP 13.03	Increase the % of clients waiting less than 5 weeks from referral to appropriate drug or alcohol treatment to 90%.	90% by March 2013.	Benchmark will be provided.	Argyll and Bute Council/ NHS Highland
CPP 14	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	CPP 14.04	Increase Homeless Priority Need Determinations.	100%	80%	Argyll and Bute Council
		CPP 14.10	Reduce the number of incidents involving crimes of violence to 122.	122 (4% reduction annually) March 2013	127	Strathclyde Police
		CPP 14.14	Reduce the incidences of accidental dwelling fires by 5% each year to 2020.	144	152	Strathclyde Fire and Rescue

*these are only a few of the success measures the CPP Social Affairs Thematic Group uses. For a full list of all the Social Affairs success measures visit <http://www.argyll-bute.gov.uk/community-life-and-leisure/thematic-groups>



6: Social Affairs



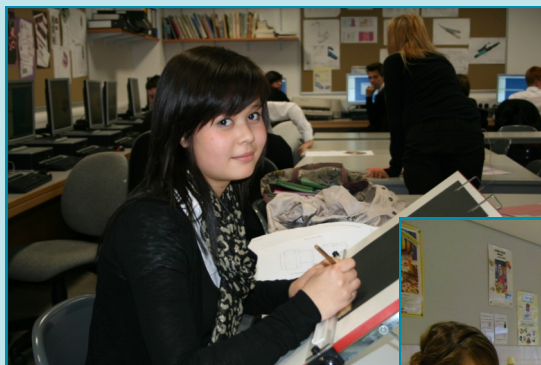
Curriculum for Excellence

Curriculum for Excellence aims to achieve a transformation in Education in Scotland by providing a coherent, more flexible and enriched curriculum from 3 to 18.

The curriculum includes all of the experiences that are planned for children and young people through their education. The 3-18 curriculum children and young people the attributes, knowledge need to flourish in life,

aims to ensure that all in Scotland develop and skills they will learning and work. The knowledge, skills and attributes children and young people will develop will allow them to demonstrate four key capacities – to be successful learners, confident individuals, responsible citizens and effective contributors.

For more information on the Curriculum for Excellence visit - <http://www.education.ea.argyll-bute.sch.uk/learnteach/ace.asp>



16+ Learning Choices

Under the Scottish Government policy 16+ Learning Choices, all young people across Argyll and Bute are guaranteed the offer of a place in post-16 learning. The policy is an



integral part of Curriculum for Excellence and is central to facilitating the delivery of the national indicator for positive and sustained destinations post-16.

By staying in learning past their initial school leaving age, young people are increasing their opportunities to secure and sustain long-term employability. This helps to build capacity for the young person, their families and their local communities; and in turn supports Argyll and Bute's economic growth. Critically, the aim of 16+ Learning Choices is to prevent and help reduce youth unemployment.

16+ Learning Choices requires multi-agency collaboration across the local authority with robust systems and shared processes in order to provide the right learning and support for all young people.





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Argyll and Bute Strategic Housing and Communities Forum

Despite the continuing economic pressures the Strategic Housing and Communities Forum has continued to deliver an innovative and exciting housing programme.

Top priorities have been:

- to sustain housing development, and
- action to address fuel poverty

Housing developers in Argyll and Bute responded creatively to the Scottish Government's invitation to bid for funding from the Innovation and Investment Fund. 7 bids were successful securing £5m grant funding to deliver 137 homes over the next two years. Currently there are 172 homes on site. and next year will see the culmination of an innovative joint project between health, housing and social work when the new Mull Progressive Care Centre in Craignure is completed.



Castle Street, Rothesay

Mull Progressive Care Centre under construction



Alienergy in partnership with the Council submitted a successful bid to the second round of Universal Home Insulation Scheme (uHIS) and secured £742k to improve draught proofing and insulation in homes across the

area. The project will contact 4500 households via direct mailings; door knock 3000 properties and deliver survey/advice visits to least 1134 of them.

For more information on housing in Argyll and Bute visit — <http://www.argyll-bute.gov.uk/housing>



New Parliament Place Campbeltown

at



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Safer Communities

In Argyll and Bute we believe that everyone has the right to be safe and feel safe in their communities. We are committed to creating and supporting safer and stronger communities – where we live, where we work, where we play – in which we all take responsibility for our actions and how they affect others.

This is led through the Community Safety Partnership, a Council led partnership that brings together representatives from the local authority, police service, fire and rescue service, health, education, other public sector interests and the third sector.

The Partnership works to reduce anti-social behaviour and fear of crime and to promote safer, more inclusive and healthier communities through a wide range of day-to-day services such as street scene officers, CCTV operations and diversionary activities for young people.



Argyll and Bute Alcohol and Drug Partnership

The effects of alcohol and drug misuse lead to significant social and health impacts for the individual, for their families and for our wider communities. The Argyll and Bute Alcohol and Drug Partnership (ADP) works together to prevent and support recovery from the harmful use of alcohol and drugs. The Partnership comprises partners from the Council, health, police and the third sector to support national policy through the development of local strategies that deliver local outcomes for Argyll and Bute.

Health Improvement in Argyll and Bute

A healthy population is essential for a flourishing Argyll and Bute. The Community Health Partnership makes a significant investment in preventative health improvement initiatives and via the community planning process supports a number of structures:

Argyll and Bute Health and Wellbeing Partnership – is a partnership between the public and third sectors and is responsible for overseeing health improvement delivery across Argyll and Bute. Health and Wellbeing Grants - support local health improvement projects. (Approximately £71k per annum).

Health and Wellbeing Networks - made up of public and third sector partners and responsible for implementing health improvement initiatives.

Priorities for Health Improvement in Argyll and Bute

- Building and supporting capacity within all Community Planning Partners to deliver health improvement.
- Empowering individuals and communities to be healthy, for example, asset building on the resources and skills for health already present in communities.

Lifestyle interventions such as smoking cessation, alcohol brief interventions and mental health improvement.

For more information on health services in Argyll and Bute visit - <http://www.nhshighland.scot.nhs.uk/CHP/ArgyllandBute/Pages/ArgyllButeCHP.aspx>



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Health and Social Care in Argyll and Bute

Health Services in Highland and Scotland have to change due to:

- Increasing elderly population and more people living with long term conditions for longer
- In some areas the health of people are not improving so we must address health inequalities
- Healthcare costs rising faster than our income
- High cost of new treatments

Seven key principles to shape future plans

1. Promoting good health, self care and independence
2. Quality service that is fair and affordable based on need and clinical evidence
3. More community-based with hospital beds for acutely ill and those needing specialist care
4. Joint working with local authority, voluntary and independent sector
5. Run by well-trained and flexible staff working to the top of their skills
6. Using modern facilities and technology to best effect. Services and offices across fewer sites
7. Ongoing re-design to remove waste and inefficiency with minimal overhead costs.

The impacts of change

1. More people will be looked after at home or close to home with more service in the community
2. Fewer people will need to be admitted to hospital as emergencies
3. People who do come into hospital will not need to stay in so long
4. Fewer hospital beds will be required
5. Fewer buildings will be needed
6. The make-up of the workforce will change with fewer staff required



Telehealth in Argyll and Bute

Following a successful pilot of telehealth in Bute, Telehealth is currently being rolled out across Argyll and Bute. The pilot focused on people with COPD (Chronic obstructive pulmonary disease) on the island of Bute and successfully showed a reduction in admission to hospital for this group of patients, it also demonstrated an increase in well being.



Home Monitoring Pod

There are now home monitoring Pods in Bute, Cowal, Lochgilphead, Kintyre, Mull and Taynuilt, all focusing on home monitoring of COPD, heart failure and palliative care with support from a local community nurse. There are currently 36 home pods in Argyll & Bute with plan for a further 40. The equipment currently uses mobile phone signal, telephone line or broadband to send information gathered to a secure server

where it can be accessed daily by a community nurse.

With future developments in telehealth coming along the equipment will soon be able to support exercise and activity in the home and reduce social isolation.





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There are long distances between the places where we live, work and visit and some of our communities are very small. We need to find innovative ways of delivering services to make sure our communities are strong, resilient to change, fair and inclusive.

Local Outcomes	National Outcomes
<p>CPP15— We work with our partners to tackle discrimination</p>	<p>7 We have tackled the significant inequalities in Scottish life.</p>
<p>CPP16—Our Third Sector and Community Councils have access to information and support, including training opportunities</p>	<p>11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p>
<p>CPP 17—Our partners and communities are able to be fully engaged in the way our services are delivered.</p>	<p>13 We take pride in a strong, fair and inclusive national identity.</p>
<p>CPP 18—We engage with our partners, our communities and our customers to deliver</p>	

Key Strategic Documents

- **ABC Equality and Diversity Scheme**
<http://www.argyll-bute.gov.uk/sites/default/files/Equality%20and%20Diversity%20Scheme.pdf>
- **Community Engagement Strategy**
<http://www.argyll-bute.gov.uk/sites/default/files/community-life-and-leisure/Community%20Engagement%20Strategy.pdf>
- **Health Improvement Planning and Performance Group**
[http://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/Documents/6\(1\).3%20HIPAG%20Appendix%201.pdf](http://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/Documents/6(1).3%20HIPAG%20Appendix%201.pdf)
- **3rd Sector Interface**
<http://argyllcommunities.org/thirdsectorpartnership/>
- **ABSEN Business Plan**
<http://www.absen.org.uk>



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Code	Outcome	Code	Success measure *	Target/timescale	Benchmark	Lead
CPP 15	We work with our partners to tackle discrimination	CPP 15.02	75% of partners sign up to "See Me" pledge	75% of partners March 2013	New measure No benchmark	NHS Highland
CPP 15.03		(Number of) Third Sector organisations supported to develop equal opportunities policies	65 March 2013	60	Third Sector Partnership	
CPP 15.04		To increase the detection rate for domestic abuse crimes	78% March 2013	69.6% (figure obtained from 5 year average between 2006-2011)	Strathclyde Police	
CPP 16.01		Our Third Sector and Community Councils have access to information and support, including training opportunities	Develop a community benefit framework to secure social economic benefit for Argyll and Bute	2: 1 on-shore, 1 off-shore by 1/4 4 2013	New measure No benchmark	Argyll and Bute Council
CPP 16.11	At least 100 organisations are using Grantnet to access funding opportunities. Not in service plan		100% March 2013	New measure No benchmark	Argyll and Bute Council	
CPP 16.16	Number of people placed into volunteering/engaged in volunteering. These are then split between unemployed, over 65, people who declare a health issue and under 25		1,400 March 2013	1,100 (local)	Third Sector Partnership	
CPP 17.01	Our partners and communities are able to be fully engaged in the way our services are delivered.		Number of ABC services implementing delivery in partnership with social enterprise through ABLSI – target 2	2 March 2013	New measure No benchmark	Argyll and Bute Council
CPP 17.06			(Number of) 'Influencing Change – Involving to Devolving' events held	6 March 2013	New measure No benchmark	Third Sector Partnership
CPP 17.09			4 community centre councils are actively supported in delivering services to their communities	4 March 2013	New measure No benchmark	Argyll and Bute Council
CPP 18	We engage with our partners, our communities and our customers to deliver best value services.	CPP 18.01	Number of services which make appropriate changes to their policy or procedures as a result of the ABLSI project	3 March 2013	To be established March 2012	Argyll and Bute Council
CPP 18.01		Number of services which make appropriate changes to their policy or procedures as a result of the ABLSI project	3 March 2013	To be established March 2012	Argyll and Bute Council	
CPP 18.04		Maintain the number of Police and Community (PAC) meetings held	44 (one per Ward per quarter) March 2013	44	Strathclyde Police	

*these are only a few of the success measures the CPP Third Sector and Communities Group uses. For a full list of all the TS&C success measures visit <http://www.argyll-bute.gov.uk/community-life-and-leisure/thematic-groups>



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Argyll and Bute Local Services Initiative (ABLSI)

ABLSI is a partnership initiative bringing together Argyll and Bute Council, Argyll and Bute Social Enterprise Network, Argyll Voluntary Action, and Argyll & Bute Community Health, NHS.

ABLSI is investigating whether asset-based approaches to service innovation can help to sustain (and improve) services even during a time of cuts and increasing actual costs. It offers an opportunity for local practitioners to learn from practice, analyse risk factors and develop and support stakeholders to develop service models which meet the long term needs of communities.

The work is part of a Rural Development Community of Practice (CoP), which is supported by Carnegie UK Trust and Highlands and Islands Enterprise. The CoP enables activists, professionals and policy makers from across the UK and Ireland to support and learn from one other online and at face-face events.

The ABLSI was developed based on recommendations from the Argyll and Bute 'Harnessing the Potential of the Third Sector to Help Achieve Council Objectives Demonstration Project' (Demonstration Project.) This was established in 2008 following a meeting between the Council Leader and the Head of the Big Lottery Fund in Scotland. It is a record of the work that Argyll and Bute Council under-took to help develop and maintain sustainable communities, working jointly with community, voluntary and social enterprise organisations, collectively known as the Third Sector.



For more information visit - <http://fieryspirits.com/page/developing-rural-services>

Third Sector Partnership

Argyll and Bute Third Sector Partnership is a partnership between the infrastructure support organisations of ABSEN (Argyll & Bute Social Enterprise Network), Argyll Voluntary Action and Islay and Jura CVS. Since its inception in March 2010, the Partnership has strengthened its representational role on a range of strategic community planning groups, including Social Affairs, Third Sector & Communities and CPP Management Committee. It has worked with its colleagues in Argyll and Bute Council and Health predominantly and in particular in the areas of community engagement.

The Partnership operates the third sector fora across 7 areas of Argyll and Bute and is involved in, amongst other initiatives, the Mental Health Improvement and Promotion Plan and the Reshaping Care for Older People plans. Through the fora we are able to link and communicate the views of the wider sector to our strategic partners.

We are all operating in very harsh times – our statutory partners are facing challenges which impact on staff and services and the third sector also has lost a number of staff, with more posts and services to be lost in the coming months. To survive, continue to deliver our core services and assure our communities of support we are working more closely than ever before, with a greater sense of understanding of each other than hitherto. We are stronger through greater understanding and have a vision which will take us into a future of better, smarter and more sharply focussed service delivery underpinned by working together in mutual respect and with a common goal.

For more information on the Third Sector Partnership visit - <http://argyllcommunities.org/thirdsectorpartnership/>



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Better Community Engagement resource pack

This project set out to produce an easy-to-understand and easy-to-access resource pack that will enhance community engagement activities across Argyll and Bute. It was produced by, and for, local area Community Planning partners in Argyll and Bute.

This has been a good example of partnership work, involving in particular the Third Sector Partnership and NHS Highland working alongside Argyll and Bute Council.



The challenge was to produce a resource for Community Planning Partnership partners and community groups (such as Community Councils and Third Sector Fora) as an accessible online resource.

The final pack has practical exercises with easy-to understand instructions and graphics to encourage use. The pack was written for Local Area Community Planning Groups and the information it contains is aimed at these groups. It can be used by Local Area Community Planning Groups themselves when planning engagement activities or by individual Local Area Community Planning partners in relation to their own service provision.

For more information or to access the resource pack visit - link to follow

HIE—Community Account Management

There are currently nine Community Account Management (CAM) areas in Argyll, with Local Development Officers (LDOs) being supported by HIE and Leader to develop and deliver community plans. These areas have been selected in conjunction with the CPP and are already demonstrating the value of having a dedicated local worker to implement projects on behalf of the community. The initial CAM areas (Jura, Coll and Cumbrae) completed community plans last year and have made significant progress towards the projects they encompass.



CAM Local Development Officers

The next six areas (Bute, Colintrave and Glendaruel, Colonsay, South Islay, Ross of Mull and Iona and Tiree) have now identified key projects within their community plans, ranging from a marketing strategy, pontoon projects, a community café and a web site.

Two new CAM areas in preparation for a potential second phase of funding, which could see new LDOs in post in early 2012.

Bute Community plan can be found at:

<http://bclc.co.uk/documents/>

Tiree Community Plan can be found at

<http://www.tireetrust.org.uk/index.php?>

[option=com_content&task=blogcategory&id=43&Itemid=76](http://www.tireetrust.org.uk/index.php?option=com_content&task=blogcategory&id=43&Itemid=76)





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 60**** or email cpp.enquiries@argyll-bute.gov.uk