
Title: Draft Single Outcome Agreement 2013-2023

1. PURPOSE

- 1.1** The Community Planning Partnership (CPP) has been developing a new Community Plan / Single Outcome Agreement in line with Scottish Government guidance. The draft is attached for comment by the Full Partnership.

2. RECOMMENDATIONS

It is recommended that the CPP-

- 2.1** approves the format of the document and the draft outcomes for the SOA 2013-23.
- 2.3** notes that a final draft of the SOA will be submitted to the Scottish Government at the end of March 2013. There will then be a period of discussion with the Scottish Government culminating in a final SOA being approved and signed off in June 2013.

3. BACKGROUND

- 3.1** In light of recommendations made in the Christie Commission Report the Scottish Government and CoSLA have reviewed Community Planning Partnership arrangements and Single Outcome Agreements. The findings of the review and subsequent guidance published in December 2012 has made clear the requirement for transformational change in service delivery to improve outcomes for people, tackle inequality and maintain financial sustainability in the face of continuing social and economic challenges. The key drivers behind the review are the broad principles of prevention, integration and greater collaboration of partners and delivery of public services and clear local outcomes supported by a joint performance framework with clear lines of accountability across the partnership.
- 3.4** Local agreements are now being developed by all Community Planning Partnerships in Scotland, setting out 10 year outcomes, supported by 3 year interim term outcomes, and short term action areas. Single Outcome Agreements will be complemented by local Police and Fire Plans.
- 3.5** Greater integration of public service delivery across the partnership remains a priority in Argyll and Bute's Single Outcome Agreement.

This should allow us to continue to improve effectiveness and efficiency of our public services and partnerships. The Single Outcome Agreement for 2013-2023 fulfils the national expectations as set out in the 'Statement of Ambition' from the national review.

- 3.6** This draft Community Plan / Single Outcome Agreement sets out the partnership's vision for securing long term outcomes for Argyll and Bute. It has been drawn up in consultation with our Community Planning partners, Area Community Planning Groups and other interested parties. This included themed discussion groups which took place throughout January and February 2013.
- 3.7** The draft Community Plan / Single Outcome Agreement sets out proposals on how the CPP will deliver on the outcomes agreed for Argyll and Bute. Transformational change is expected, therefore, the CPP is proposing key areas of action that will provide the framework to enable Argyll and Bute to deliver the level of ambition required.
- 3.7** The new Community Plan / Single Outcome Agreement has to cover the period 2013 to 2023. It has to be based around a set of long term outcomes backed up by short term outcomes and actions to deliver these. The Community Plan / Single Outcome Agreement needs to set out an understanding of place, there needs to be a focus on 6 policy priorities and prevention and it needs to set out how equalities, engagement and performance management will be taken forward. The 6 policy priorities are:
- Economic recovery and growth
 - Employment
 - Early years
 - Safer and stronger communities and reducing reoffending
 - Health inequalities and physical activity
 - Outcomes for older people
- 3.8** Work on updating the new Community Plan and Single Outcome Agreement commenced in June 2012 with an initial but detailed collection and analysis of local and national data around the performance of Argyll and Bute including use of the (national) menu of local outcome indicators. Partners then had the opportunity to identify key issues for the CPP to consider going forward. An issues paper was prepared and feedback sought from Area Community Planning Groups. This along with the Scottish Government guidance has now been considered and the draft plan attached as an Appendix has been prepared.
- 3.8** The first draft was considered by the Management Committee on the 6th of February. Following feedback from Partners and further themed discussions a second draft was presented to the Management Committee on the 6th of March. This latest draft of the proposed document is now being presented to the Full Partnership for consideration (Appendix 1).

3.9 The draft Community Plan needs to be submitted to the Scottish Government by the 1st of April 2013. Over the period between April and June there will be ongoing dialogue between the CPP and Scottish Government in terms of commenting on, revising and finalising the Community Plan / Single Outcome Agreement. It is expected there may be changes to the Community Plan / Single Outcome Agreement over this period. The CPP will be given further opportunity to comment on the final draft following this negotiation process.

4. CONCLUSION

4.1 The development of the new community plan/SOA is on track. Following discussion at the Management Committee and at the themed discussion groups the plan has continued to be developed. Following further discussions at Full Partnership on the 27th of March a final draft will be submitted to the Scottish Government.

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Appendix 1 – Draft Community Plan / SOA

Argyll and Bute Community Plan and Single Outcome Agreement 2013-2023

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INTRODUCTION

This Community Plan / Single Outcome Agreement 2013-2023 is a joint statement from the Argyll and Bute Community Planning Partnership. It sets out the partnership's vision for achieving long term outcomes for communities in Argyll and Bute.

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

This Community Plan/Single Outcome Agreement sets out the vision, priorities and objectives for Argyll and Bute over the next ten years. It also gives the partnership a focus for priority actions and activities over the next three years.

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

This is the first ten year Community Plan and Single Outcome Agreement; the Plan will be reviewed internally in three years' time to see how the implementation of the Plan is tracking, community reviews will be undertaken on an annual basis through local Community Planning engagement events.

Having participated in the development of the Plan communities are encouraged to monitor the implementation process by visiting the CPP's web site at <http://www.argyll-bute.gov.uk/council-and-government/community-planning-partnership>

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

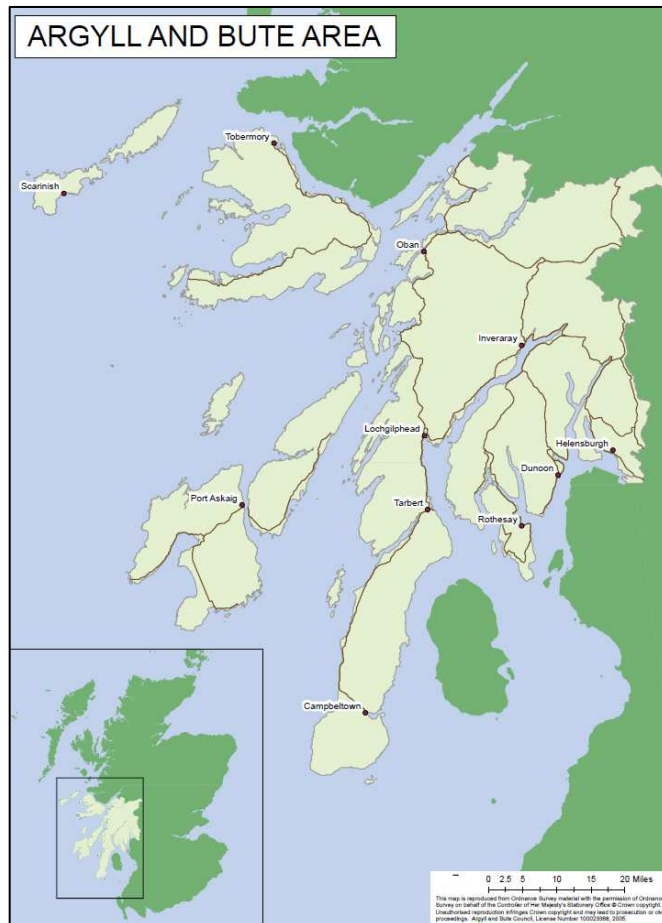
Community Plan Vision

- The strengths in Argyll and Bute's social, natural and built environment can be turned into opportunities for our communities to prosper.
- Argyll and Bute's greatest assets are its people and its stunning and diverse environment. If we are to realise the potential of our people and environment, then the community, business and education providers must work together.

UNDERSTANDING PLACE – ABOUT ARGYLL AND BUTE

Argyll and Bute in brief

Argyll and Bute is bounded by the urban areas of Helensburgh and Dunoon along the Clyde, Loch Lomond to the East, the Mull of Kintyre to the south, Atlantic Islands to the west, and the Sound of Mull and Appin to the north. The area's population of 89,590 (NRS 2011 Mid-Year Estimate) is spread across the second largest local authority area in Scotland. Our area has the third sparsest population density of the 32 Scottish local authorities, with an average population density of just 13 persons per square kilometre.



Approximately seventeen per cent of Argyll and Bute's population live on Islands (Census 2001). Forty-eight per cent live in settlements of 3,000 or more people; conversely, 52 per cent of Argyll and Bute's population live in settlements smaller than 3,000 people, or outwith settlements altogether (NRS 2011 Mid-Year Estimates; SG Urban-Rural Classification 2011-2012). 80 per cent of Argyll and Bute's population live within one kilometre of the coast (Scottish Coastal Forum, 2002).

Argyll and Bute has 25 inhabited islands (Census 2001), 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 physical geography of the area has limited development of the road network in the area, and leads to high levels of reliance on ferries for travel.

The importance of the natural environment is indicated by the 121 Sites of Special Scientific Interest (SNH, as at December 2012) that have been designated within the area. 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 local authority's boundaries.

The changing demographic profile of the area presents one of the area's greatest challenges. Over the twenty-five year period from 2010, the proportion of 0-15 year olds is projected to fall by 8.7 per cent, working age population by 14.4 per cent, and the proportion of the population of pensionable age to increase by 9.8 per cent. (These figures take account of changes to the state pension age.)

Average gross weekly pay for full-time workers living in Argyll and Bute is lower than in Scotland (£462.00, compared to a Scottish average of £498.30) (ONS Annual Survey of Hours and Earnings by residence, 2012). An estimated 15 per cent of jobs in Argyll and Bute are tourism-related. This compares to 9 per cent of Scottish jobs (ONS Annual Business Inquiry, 2009 (NOMIS 2012)).

In 2008, service sector jobs accounted for 86 per cent of all employee jobs in Argyll and Bute, compared to 82 per cent across Scotland. Forty per cent of employee jobs in Argyll and Bute were in 'public administration, education and health'. This compared to thirty per cent for Scotland (ONS Annual Business Inquiry, 2008 (NOMIS 2012)).

The Scottish Index of Multiple Deprivation 2012 identified ten datazones in Argyll and Bute as being in the 15 per cent most overall deprived datazones in Scotland. These ten are all located in towns (Helensburgh, Dunoon, Rothesay, Campbeltown and Oban). None of Argyll and Bute's rural datazones fall into the 15 per cent most overall deprived datazones in Scotland.

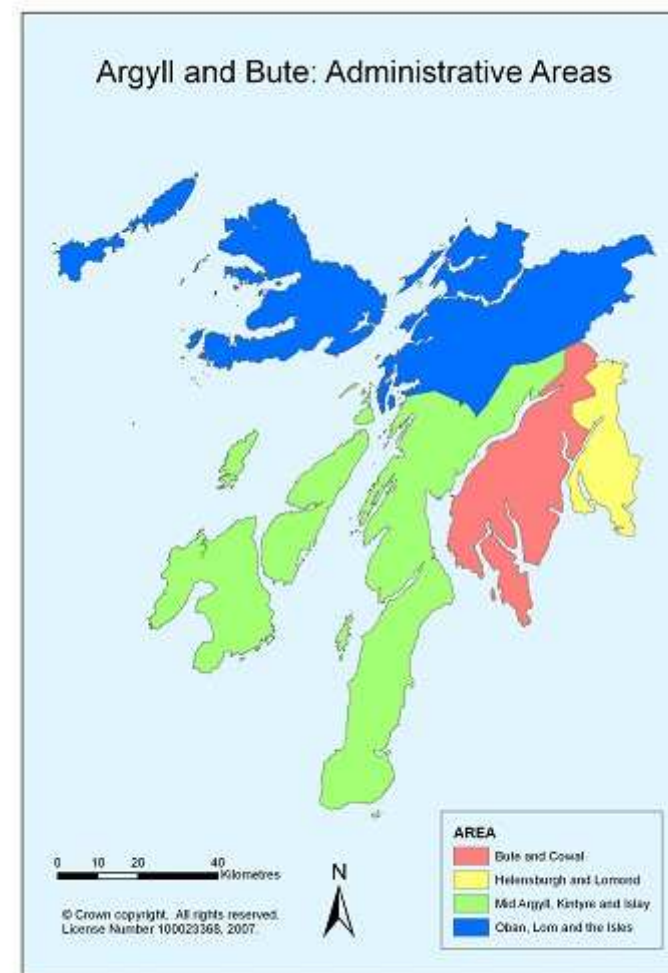
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Our communities

The Council area is divided up into four Administrative Areas, which are frequently used for service planning within the area.

Administrative area		Population*	% of land area**
Bute and Cowal		21,678	14.9
	Main settlements		
	Dunoon, Settlement of	9,400	
	Rothesay	4,750	
	Tighnabruaich	660	
	Port Bannatyne	1,230	
	Innellan	1,180	
Helensburgh and Lomond		25,984	6.0
	Main settlements		
	Cardross	2,110	
	Garelochhead	2,610	
	Helensburgh, Settlement of	15,430	
	Kilcreggan	1,340	
	Rosneath	780	
Mid Argyll, Kintyre and the Islands		21,494	40.3
	Main settlements		
	Ardrishaig	1,280	
	Bowmore	860	
	Campbeltown	4,810	
	Lochgilphead	2,280	
	Inveraray	650	
	Tarbert	1,300	
	Port Ellen	850	
Oban, Lorn and the Isles		20,434	38.8
	Main settlements		
	Oban	8,180	
	Tobermory	970	
	Dunbeg	660	
Total		89,590	100.0
*NRS 2011-based SAPEs			



2001 Census *NRS 2010-based Settlement Estimates)			

There are 25 inhabited islands in Argyll and Bute (Census 2001). These are: Bute; Coll; Colonsay; Danna; Davaar; Easdale; Erraid; Gigha; Gometra; Inchtavannach; Innischoonan; Iona; Islay; Jura; Kerrera; Lismore; Luing; Lunga (Luing); Mull; Oronsay; Sanda; Seil; Shuna (Luing); Tiree; Ulva. Argyll and Bute's inhabited islands had, at the time of the 2001 Census, a total population of 15,889, over 17% of the total population of Argyll and Bute.

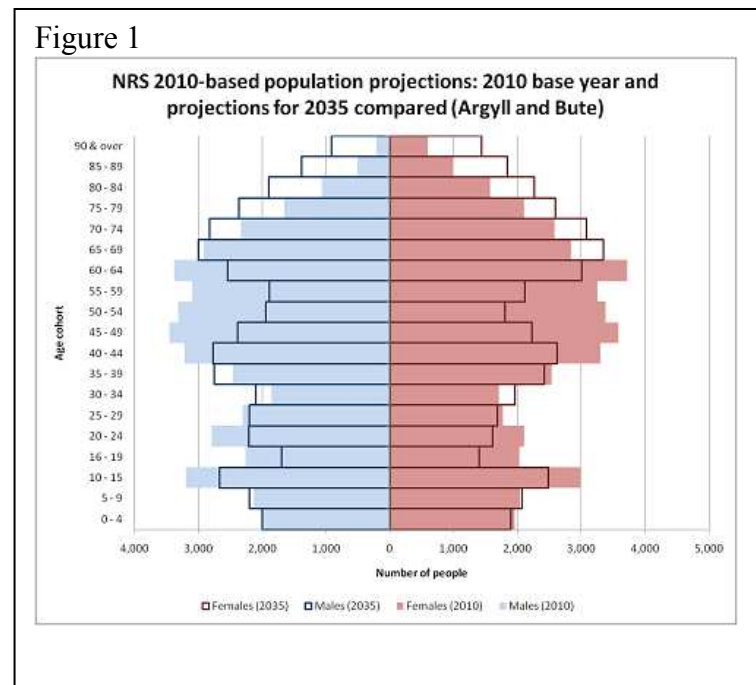
Population statistics from the late 19th Century (1887) show that while the area's overall population has remained fairly constant over the last century or more, there have been marked declines in island populations. In 1887 there were over five thousand people on Mull, by 2001 that figure had fallen to 2,667. Islay's population fell from 7,559 to 3,457 over the same period. This trend is repeated for all the islands that are mentioned in the 1887 Bartholomew Gazetteer.

Demographic change

NRS's 2010-based population projections for Argyll and Bute, there will be a decrease in the total population of 7.2% over the 25 year projection period (2010 to 2035). This overall decrease will be accompanied by changes to the age profile of the population (figure 1).

The number of 0-15 year olds is projected to fall by 8.7% and the number of working-age people is projected to fall by 14.4%. The proportion of older, pensionable age people is projected to rise by 9.8% with a projected increase in the over 75 year olds of 73.6%. These figures take account of changes in pensionable age.

The projected decline in Argyll and Bute's total population is because the projected numbers of deaths are higher than projected births. Assumed future migration flows are not sufficient to compensate.



Our economy

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

Argyll and Bute has relatively high levels of employment in agriculture and fishing, and low levels of employment in manufacturing and public administration, education and health.

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

Employment

Because of the rural nature of the area, the pattern of employment in Argyll and Bute is different to the Scottish average. The proportions of people working in the agriculture, forestry and fishing sectors (see table 1) and tourism-related activities are higher than Scottish averages. .

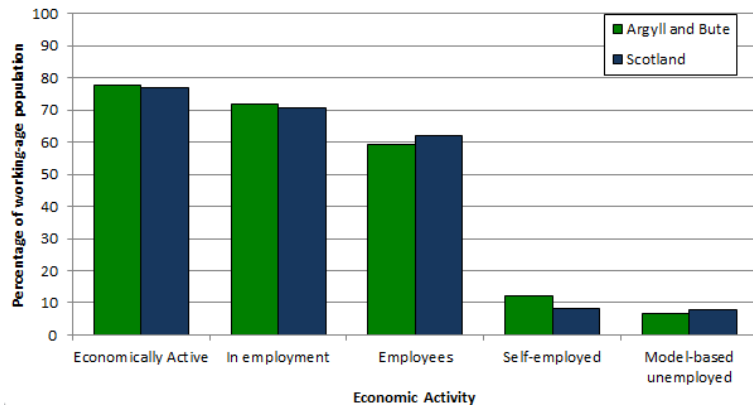
Economies with a high dependence on seasonal industries, such as tourism, agriculture, forestry and fishing, face many challenges. Workers may be presented with only a small window of time to make their income for the entire year. As a result, some people will take multiple jobs during the summer period to maximise their income. Alternatively, workers look for other jobs when the "season" is over. Many opt to commute to other areas to seek employment and reap the benefits of higher earnings. These types of economies are unstable as the impact of the weather plays an important role in tourism, farming and fishing, and can make or break a season.

	Argyll and Bute % aged 16-64 in employment in...	Scotland % aged 16-64 in employment in...
Agriculture and fishing	6%	2%
Energy and water	2%	3%
Manufacturing	3%	8%
Construction	9%	7%
Distribution, hotels and restaurants	19%	19%
Transport and communications	8%	8%
Banking, finance and insurance	13%	15%
Public administration, education and health	36%	31%
Other services	4%	6%

(Source: Annual Population Survey 2012 (NOMIS, 2013))

Figure 2

Economic Activity in Argyll and Bute and Scotland (Oct 2011-Sep 2012)



(Source: ONS Annual Population Survey (October 2011-September 2012) (NOMIS, March 2013))

An estimated 5,500 (14.9%) of Argyll and Bute’s employees work in tourism-related jobs. This is a higher proportion than either the Scottish (8.9%) or British (8.2%) averages (ONS Annual Business Inquiry, employee analysis, 2008 data (NOMIS, March 2013)).

Economically Active and Inactive Populations

In 2009 there were 55,800 people of working age (males and females aged 16-64) in Argyll and Bute. Of these, 78% (42,400) were economically active. This proportion is similar to the Scottish average of 77% (ONS Annual Population Survey, October 2011-September 2011 data (NOMIS, March 2013)).

People are described as economically active if they are either in employment or unemployed. In turn, unemployed people are those who do not have a job but who are looking for

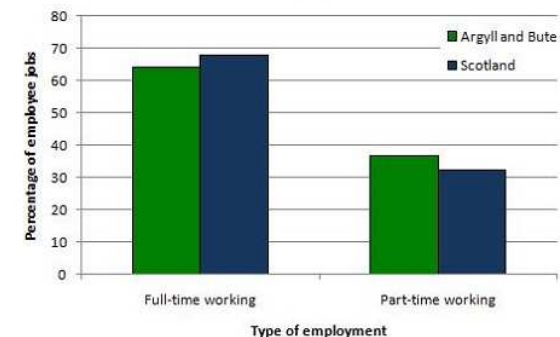
work, waiting to start a job, and who would be available to start work within two weeks of an interview. Economically inactivity covers groups such as people looking after the family home or the retired.

Within Argyll and Bute, economic activity rates run at 84% for men and 72% for women, compared to 82% and 72% respectively across Scotland. Within this group, the majority of workers (59%) were employees. Nonetheless, rates of self-employment (12%) are noticeably higher than the Scottish average (8%) (figure 2).

Within the economically inactive group, 28.5% of people would like to get a job (figure 3). This compares to a Scottish average of 24.8% (ONS Annual Population Survey (October 2011-September 2012 (NOMIS, March 2013)). (Economically inactive people who would like to work are not classified as unemployed because they either had not actively been looking for work in the four weeks prior to the data

Figure 3

Employee jobs in Argyll and Bute (2008)



(Source: ONS annual population survey (2008) (NOMIS, May 2012))

being collected or they were not available for work.)

Working patterns

The incidence of part-time working is higher in Argyll and Bute than across Scotland as a whole (figure 3). Part-time employment is affected by seasonal changes as many of these jobs are tourism-related. There is also a higher than average rate of seasonal employment more generally within the Council area.

Occupations

According to the 2001 Census, Argyll and Bute had a higher proportion of managers and senior officials than does Scotland as a whole. There is a suggestion that the high level of self-employment in the area impacted on these figures because proprietary workers in small businesses are classified as managers.

Figures from the ONS Annual Population Survey (October 2011-September 2012 (NOMIS, March 2013)) suggest that Argyll and Bute has a slightly higher proportion of directors, managers and senior officials amongst its workforce than the Scottish average (Argyll and Bute: 10.0%; Scotland: 8.3%).

A relatively high proportion of employment in skilled trades (15% in Argyll and Bute (ONS Annual Population Survey (October 2011-September 2012 (NOMIS, March 2013))) is driven by the agricultural sector. The proportion of people employed as process, plant and machine operatives is low (5.6% in Argyll and Bute), in line with the low proportion of people employed in manufacturing.

The relatively high percentages of associate professional and technical jobs in the Commuter Belt identified in the Census result from the presence the naval base at Faslane, as service men and women fall into this group.

Income and Earnings

According to the Annual Survey of Hours and Earnings (ASHE) (NOMIS, May 2012), in 2012 the average worker in Argyll and Bute earned £468.30 per week (earnings by workplace).

The ASHE also records earnings according to workers' places of residence. According to the latter, suggest that Argyll and Bute's residents earned on average £462.0 per week, 7% lower than the average for Scotland.

Unemployment and Employment Benefit Claim Rates

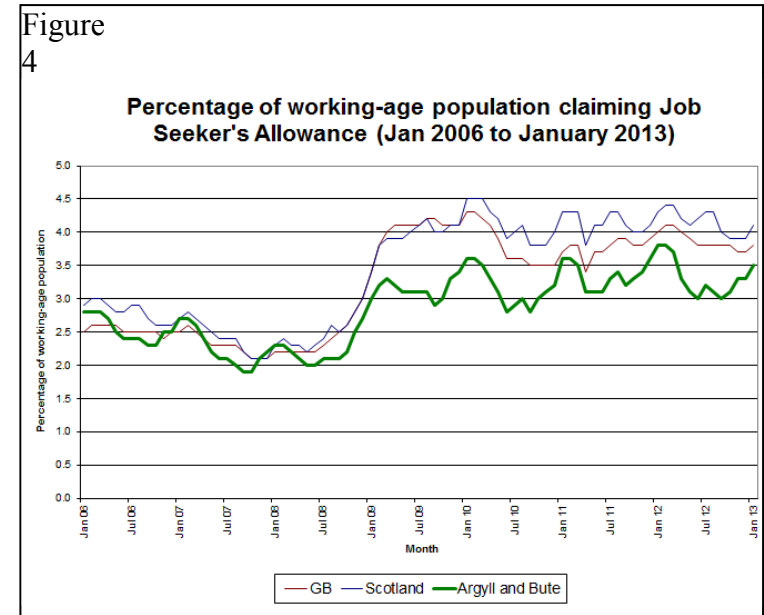
Numbers of Jobseekers Allowance Claimants (JSA) claimants in Argyll and Bute in January 2013 suggest that levels of unemployment within the area are slightly lower than Scottish averages. However, unemployment rates vary across the year (figure 4).

Inevitably, seasonality impacts on employment patterns and unemployment within the area. As many jobs stop for the winter season, spikes in unemployment rates and benefit claims occur. These spikes can be easily identified in figure 4, as can the impact of the economic downturn on the numbers of jobseekers within Argyll and Bute, Scotland and Great Britain.

Deprivation

The Scottish Index of Multiple Deprivation (SIMD), produced by the Scottish Government, identifies small-area concentrations of multiple deprivation across Scotland. The SIMD is produced at data zone level, with datazones being ranked from 1 (most deprived) to 6,505 (least deprived). The SIMD calculates deprivation across seven 'domains'. The results from each Domain are weighted (see below), then combined to give Overall Deprivation rankings and scores:

- Current Income (weighting of 28%)
- Employment (28%)
- Health (14%)
- Education, Skills and Training (14%)
- Geographic Access to Services (9%)
- Housing (2%)
- Crime (5%).



Patterns of Geographic Access Deprivation tend to be the reverse of other types of deprivation. In Argyll and Bute, all the datazones that are in the 15% most Overall, Income, Employment and Health deprived datazones in Scotland are in our main towns. Conversely, Geographic Access Deprivation is most pronounced in our rural areas.

The SIMD 2012 ranked ten datazones in Argyll and Bute in the 15% most overall deprived datazones in Scotland. Nine datazones are among the 15% most income deprived datazones in Scotland, eight datazones are in the most employment deprived datazones, and twelve datazones are in the 15% most health deprived datazones.

Fifty-three of Argyll and Bute's 122 datazones (43%) are amongst the 15% most geographic access deprived datazones in Scotland. These 53 datazones cover 495,700 hectares, 71% of Argyll and Bute's land area (SIMD 2012; 2001 Census). Thirteen of Argyll and Bute's datazones – more than 10% – are in the 1% most access deprived datazones in Scotland. **The** most access deprived datazone in Scotland covers the islands of Coll and Tiree.

41,738 people (47% of Argyll and Bute's population) (2011 SAPEs) live in the 53 datazones in Argyll and Bute that are among the 15% most geographic access deprived datazones in Scotland (SIMD 2012).

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 younger 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
- **Housing** - Pressure on affordable housing as many communities feature high levels of second and holiday homes which inflates the cost of housing in those market areas

- **Current financial situation** - the financial pressure on public services as we have to find efficiencies for services directed to communities that are costly to support

PLANNING FOR OUTCOMES

The National Review of Community Planning and Single Outcome Agreements has identified six key policy priority areas to be reflected in agreed outcomes for community planning partnerships. The key areas are:

PP1 - Economic recovery and growth;

PP2 - Employment;

PP3 - Early years;

PP4 - Safer and stronger communities, and reducing offending;

PP5 - Health inequalities and physical activity; and

PP6 - Outcomes for older people.

Outlined below are the Community Planning Partnership's priority outcome areas. The context detailed in the previous sections of this document directly shapes our strategic priorities. The following outcome areas are what we want to achieve for the people of Argyll and Bute. The relationship to the national priorities is also referenced. These represent our long term outcomes and further detail in terms of the 3 year short term outcomes and priority action areas are set out in the Appendix.

- Our population is stable with an increase in economically active people (PP1, PP2).
- Thriving and diverse businesses create wealth and employment across all of Argyll and Bute (PP1, PP2).
- People have the skills, attitudes and achievements to succeed throughout their lives (PP2, PP4).
- We have the infrastructure and assets to make Argyll and Bute an attractive choice to do business, live and visit (PP1 PP2).
- Thriving and sustainable communities (PP1-6).
- Children in Argyll and Bute have the best possible start (PP3).
- People live active, healthier and independent lives and are safe from harm (PP3, PP4, PP5, PP6).

- The impact of inequalities on people and communities is reduced making Argyll and Bute a fairer place (PP3, PP5, PP6).
- We are empowered and work in partnership to deliver outcomes in an effective and efficient way (PP1-6).

The menu of local outcome indicators will be utilised to identify as far as possible appropriate indicators to assess progress against the long term outcomes.

PREVENTION PLAN

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

The proposals set out in the Community Plan and Single Outcome Agreement seeks to address prevention in terms of:

- Addressing population sets out to prevent the difficulties that will arise based on projected demographic change and population reduction.
- Ensuring a more economically active Argyll and Bute that contributes financially
- Improving the skills and attitudes of people to sustain success should improve resilience and flexibility
- Investing in thriving and sustainable communities will help reinforce the social, civic and community back up to support a preventative approach.
- The commitments on inequalities will see effort directed to improve the lives of the most vulnerable

- The specific outcomes around children and people living active healthier lives are consistent with the objectives of prevention and early intervention.
- Our commitment and approach to partnership working, working with third sector and co –production will further embed early intervention and prevention at all level in Argyll and Bute.

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

EQUALITIES

The long term outcome set down for reducing inequalities is aimed at making Argyll and Bute a fairer place for everyone. This outcome cannot be achieved on its own and like many of the outcomes in the Community Plan and Single Outcome Agreement its success is interlinked with the other long term outcomes. The CPP will monitor its progress in terms of reducing inequalities based on the overall approach to governance and performance set out later.

All public sector partners are required to develop equality outcomes. Partners are required to comply with equalities duties in their own corporate, operating, business and service plans. The clear line of sight through the long and short term outcomes and down to individual partner contributions to priority action areas will mean individual partners equality responsibilities will cover the actions underpinning the Community Plan and Single Outcome Agreement.

ENGAGEMENT AND EMPOWERMENT

This Community Plan and Single Outcome Agreement has been informed by community engagement which has taken place in all four administrative areas of Argyll and Bute, facilitated by a wide range of partner organisations promoting maximum participation. It strikes a balance between what communities have identified as priorities and what partners have evidenced as priorities.

Partners have set out their priorities in their key operational, business and service plans, and these have been reflected in the development of the 2013 Community Engagement Strategy. Three over-arching aims have been identified. Under each of the aims specific priorities have been identified. All three aims are of equal importance and the achievement of each aim will impact on the

achievement of the others.

AIM 1 - Improve engagement activity that enhances the lives of people and their communities

We will do this by

- Maximising opportunities for individuals and communities to take control over the issues that affect their lives in order to:
 - meet their needs
 - contribute to their economic and social opportunities
 - build active and inclusive communities based on mutual respect
- Providing individuals and communities with the information, advice and support they need to develop their confidence, skills, knowledge and ability to:
 - participate in community life
 - engage with services
 - engage in local decision-making
 - understand and engage with democratic processes
 - come together to take action for themselves

AIM 2 - Improve engagement activity that ensures opportunity for all

We will do this by

- Promoting and supporting processes for effective representation of communities in local and area-wide strategic planning and decision-making
- Developing more creative, tailored approaches that encourage engagement opportunities for all sections of the community

AIM 3 - Improve engagement activity that drives up the quality of services and makes better use of resources

We will do this by

- Improving collaboration between residents, community and voluntary groups, business groups and public organisations to ensure that issues and priorities are identified and action taken
- Improving co-ordination between all partners to ensure more effective planning and implementation of engagement initiatives which take into account existing knowledge, structures and groups and reduces duplication
- Developing the capacity of community planning partners to carry out high quality community engagement that meets the National Standards of Community Engagement
- Ensuring that learning from engagement activity is captured and used to support continual improvement of community engagement in Argyll and Bute

How well we are delivering these actions will be monitored through the CPP's Performance Management Framework and progress will be monitored and reported annually.

GOVERNANCE AND PERFORMANCE

The structure of the Community Planning Partnership in Argyll and Bute is set out in the chart opposite. Leading the CPP is the Full Partnership. The other groups responsible to the Full Partnership are Area Community Planning Groups, Management Committee and Chief Officer Group.

The Full Partnership of the CPP is responsible for overall development of community planning in Argyll & Bute. It has a key role in strategic oversight of community planning and developing the community plan to set the overall direction for community planning partners in Argyll & Bute. To allow it to remain strategic the Full Partnership delegates responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.



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

Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role of Community Planning. This is the main focus of the Management Committee and means taking a strategic approach to performance management, continuous improvement, partnership working, planning and prioritisation and engagement.

The role of the Chief Officer Group to ensure effective working across community planning partners, continuous improvement and effective performance management to ensure delivery of the community plan. It does this by:

- Ensuring issues are being raised and actioned on behalf of the Management committee of the CPP.

- Ensuring partners are working efficiently together.

The CPP is committed to effective performance management. The outcomes and priority action will be translated into a specific set of commitments for partners. This will give a clear line of sight on the contribution each partner is making to the Community Plan and Single Outcome Agreement.

Performance management will take place for the CPP as a whole and also locally through Area Community Planning Groups. It will be based around the cycle of annual planning, in year reporting and annual reporting. There will be different views of performance measurement, reporting and management tailored to long term outcomes, short term outcomes and priority actions areas. Risk management will also be a key element of performance management and it is planned to develop more detailed financial reporting for the CPP.

- Longer term outcomes – Long term view. Trends tracked annually. Based on menu of local outcome indicators.
- Short term outcomes – These cover a 3 years period Trends tracked annually. Combination of menu of local outcome indicators and specific local measure.
- Priority actions areas – Locally developed indicators. Based on clear line of sight to partners/partners contributions. Reviewed quarterly.
- Performance scorecards will be used to support reporting of performance information with exceptions highlighted and areas for action flagged.
- An annual performance report will provide an overview of key performance each year.
- Within the framework of the overall Community Plan and Single Outcome Agreement previous years performance will be considered each year prior to developing the detailed plans for the next year.

APPENDIX 1 OUTCOMES AND PRIORITY ACTION AREAS DRAFT FOR FULL PARTNERSHIP 27 MARCH

Ref	Long term Outcomes – 10 years	Short term Outcomes – 3 years	Priority Action Areas – Years 1 -3
1	<p>Our population is stable with an increase in economically active people. (PP1, PP2) .</p>	<ul style="list-style-type: none"> • Quality of life improved. • Performance on education and health metrics improved. • Income levels increased to become closer to national average. • More people choose to live in Argyll and Bute. 	<ul style="list-style-type: none"> • Promote Argyll and Bute as a great place to live, work and learn seeking to attract business and people due to business and employment opportunities, high quality of life and accessibility. • Increase the proportion of our young people going into positive destinations in Argyll & Bute. • Develop and begin delivery of a long term population / demographic strategy and action plan focused on desired long term outcomes. • Develop CPP communication strategy which will enable the promotion of positive perceptions and improvements.
2	<p>Thriving and diverse businesses create wealth and employment across all of Argyll and Bute. (PP1, PP2) .</p>	<ul style="list-style-type: none"> • National and international recognition as a location for marine science education, research and business. • A thriving, sustainable renewable energy sector with well-developed 	<ul style="list-style-type: none"> • Secure tenants for European Marine Science Park phase 1 and secure land for road improvements for future phases. • Encourage further development of research and excellence (in science and technology/industry) and development of

		<p>local supply chains.</p> <ul style="list-style-type: none"> • A robust tourism sector with an extended season, a higher value proposition and increased turnover. • More businesses of scale. • Existing businesses realise potential for growth. • An increase in business starts particularly those with higher growth potential. 	<p>support facilities.</p> <ul style="list-style-type: none"> • Work to attract private funding and European and other resources to support development and growth of the renewable energy industry. • Progress with Renewable Energy Action Plan. • Develop potential of Machrihanish facility as part of national plan for renewables. • Agree Lorn Arc TIF and investments to facilitate growth. • Develop a proposition recognising Oban as a university town. • Work with key tourism industry partners to further develop the tourism value chain. • Support businesses with the greatest potential for growth of turnover and employment • Increase international turnover with more Argyll and Bute businesses trading internationally. • Increase the number of business start ups supported and the expansion of small
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			<p>businesses</p> <ul style="list-style-type: none"> • Levels of entrepreneurship are increased. • Progress with Economic Development Action Plan. • Support local employers to do business with the CPP Partners maintaining local jobs and encouraging local enterprise.
3	<p>People have the skills, attitudes and achievements to succeed throughout their lives. (PP2, PP4).</p>	<ul style="list-style-type: none"> • Children are successful learners. • Learning and education opportunities are better matched with the aspirations of our young people • Vulnerable young people are supported to move from school to a positive destination (e.g. family firm approach for LAAC). • People are ambitious and realise their full potential. • People are better skilled, trained and ready for employment. • People have flexible skillsets that enables them to achieve positive destinations and career paths that respond to market opportunities 	<ul style="list-style-type: none"> • Continue to implement the curriculum for excellence and introduction of the new national qualifications. • Reduce attainment and achievement gap between LAAC and general population. • Increase number of young people gaining accredited achievement awards. • Promote skills for work, making sure that every young person has the opportunity to undertake tertiary education or training when they leave school, where possible, in Argyll and Bute. • Encourage people to participate in learning throughout their life. • Work with local employers, training and education providers to review current and future skills requirements (strategic skills

			<p>pipeline) and address gaps.</p> <ul style="list-style-type: none"> • Encourage local apprenticeships and training programmes which align with the demands of the local job market. • Increase employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc. across all sectors • Increase skills and capacity through the work of the Argyll and Bute Employability Partnership.
4	<p>We have the infrastructure and assets to make Argyll and Bute an attractive choice to do business, live and visit. (PP1 PP2).</p>	<ul style="list-style-type: none"> • Improved transport infrastructure (including strategic roads A82/A83/A85, ferry services, marine facilities and air services). • Deliver roll out of high speed broadband. • Improved coverage and quality of mobile phone signals. • People can access a choice of suitable, high quality and affordable housing. • Improved local access to education 	<ul style="list-style-type: none"> • Develop and implement a long term integrated transport policy. • Develop and deliver a comprehensive plan for upgrading and maintaining the road system that targets investment in infrastructure. • Engage with community and local transport operators to improve joint working and develop a more cost effective transport provision. • Investigate tunnels or fixed links at key strategic points. • Build on the success of existing small

		<p>and skills provision</p>	<p>scale air services.</p> <ul style="list-style-type: none"> • Campaign on a local and national level for high speed broadband. • Campaign for improved mobile phone coverage. • Provide assistance that allows first time buyers access to mortgages. • Increase the number of affordable houses within Argyll and Bute. • Extend range of provision available in communities for education and skills development.
<p>5</p>	<p>Thriving and sustainable communities. (PP1-6).</p>	<ul style="list-style-type: none"> • Our towns and communities are dynamic, sustainable and connected. • Satisfaction with public services has increased. • Argyll and Bute is a safer place and people and communities feel safer. • Agencies and partners are able to respond to critical incidents and support communities within Argyll and Bute. 	<ul style="list-style-type: none"> • Develop regeneration plans for key centres including Inveraray, Rothesay and Dunoon. • Communities in fragile areas become stronger and self sustaining. • Co-production and community capacity building principles are utilised to enable all communities to become stronger and achieve greater resilience • Work in partnership to ensure third sector and community councils have access to

		<ul style="list-style-type: none"> • We make the best use of our natural and built environment. • We contribute to a sustainable environment. • Our commercial, industrial and leisure premises are safe places for our residents and visitors to visit. 	<p>information and support, including training.</p> <ul style="list-style-type: none"> • CPP partners support completion of community resilience plans. • Agencies develop clear contingency and resource plans for emergencies which are exercised accordingly. • Regular Fire Safety audit of business premises • Working in partnership with the business community, licensing and other enforcing authorities, to promote the required safety standards and to reduce the number of Unwanted Fire Alarm Signals to support business continuity.
6	We have developed culture and heritage as an asset to make Argyll and Bute an attractive choice to do business, live and visit. (PP1, PP2).	<ul style="list-style-type: none"> • Increased business turnover. • Increased visitor numbers. • Increased cultural and heritage activity. 	<ul style="list-style-type: none"> • Support key events and festivals that draw people to Argyll and Bute. • Work with key tourism industry partners to further develop the tourism value chain linked to the area's unique heritage. • Gaelic language plan
7	Children in Argyll and Bute have the best possible start (PP3).	<ul style="list-style-type: none"> • All babies experience the best possible pre, peri and antenatal 	<ul style="list-style-type: none"> • Invest in early years services and through targeted and collaborative support

		<p>environment.</p> <ul style="list-style-type: none"> • Children have all the developmental skills and abilities expected at the start of primary school • Children and young people in need of protection are identified and receive help to keep them safe. • Improve the engagement of children and young people in extracurricular physical activity. • Reduce the number of children and young people experiencing serious injury. • All LAAC leaving care are appropriately housed with a tenancy. 	<p>programmes.</p> <ul style="list-style-type: none"> • Support the early year collaborative programme. • Develop school risk matrix to identify and track pupil's learning and development to trigger earlier intervention. • Improve child protection processes through effective partnership working. • Reduce number of looked-after children. • Support the development of parenting skills through targeted services. • Achieve child healthy weight targets. • Targeted breast feeding promotion work is carried out in the areas with poorer breast feeding rates. • Reduce infant mortality and still births. • Smoking cessation work is carried out with all pregnant mothers who smoke. • Develop children and families services in order to support good parenting and help families through difficult situations.
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8	<p>People live active, healthier and independent lives and are safe from harm. (PP3, PP4, PP5, PP6).</p>	<ul style="list-style-type: none"> • People are more active and healthy. • People live more independent lives. • Mental health and wellbeing is improved. • People are safe from violence, antisocial behaviour, and disorder. • Road users are able to travel on our roads safely. • Fewer fires and fire casualties 	<ul style="list-style-type: none"> • Develop more opportunities for people to participate in physical exercise/activity • Increase support for leisure and sports provision by encouraging social enterprise and community-owned initiatives. • Work in partnership to tackle obesity and diabetes. • Work in partnership to develop local tobacco control plans. • All service providers use an approach which encourages mobility and promotes strength and balance reducing falls in older people • Continue to shift the balance of care from institutional to community based settings. • Promote and develop care and support at home that contributes to preventing avoidable admissions to hospital or residential care. • Promote and build social networks and community led initiatives that may sustain people to live more independently for longer. • Remodel services to reflect increased
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			<p>personalisation through self directed support.</p> <ul style="list-style-type: none">• Develop strategies to improve prevention and referral and access to alcohol and drug services through coordinated partnership working.• Voluntary and statutory sector staff use all interventions as opportunities to promote an individual's mental health and wellbeing.• As evidence for prevention of cognitive decline is established the CPP incorporates it into appropriate strategies.• The CPP takes a lead role in driving the Community Safety Strategy forward.• Provide support and assistance to all victims of domestic violence and robustly manage offenders.• Responding to national policing events• Increase public confidence and local engagement in policing• Reduce serious and organised crime through targeting offenders and groups.• Increase the number of home fire safety
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			<p>visits through effective referral pathways to the Fire & Rescue Service.</p> <ul style="list-style-type: none"> • A reduction in accidental dwelling fires. • A reduction in fires in Non Domestic Premises. • A reduction in fire casualties. • A reduction in deliberate Fire Setting. • Work in partnership to reduce the incidences and severity of Road Traffic collisions.
9	<p>The impact of inequalities on people and communities is reduced making Argyll and Bute a fairer place. (PP3, PP5, PP6) .</p>	<ul style="list-style-type: none"> • The gap in health inequalities is narrowing. • Health conditions most closely associated with deprivation are reduced. • The life chances of looked after children are improved. • There is an increase in school leavers from our most deprived communities who enter a positive destination. • A lower proportion of the Argyll & Bute population lives within the most 	<ul style="list-style-type: none"> • Improve access to opportunities for physical exercise. • Work in partnership to provide health promoting education and initiatives. • Positive lifestyle choices are promoted through education. • Integrate positive lifestyle choices with parenting support and other early intervention initiatives. • Promote the improvement of housing stock across all tenures. • Maintain a new build social housing

		deprived datazones in Scotland	programme including care-housing to enable people to live more independently.
10	We are empowered and work in partnership to deliver outcomes in an effective and efficient way. (PP1-6).	<ul style="list-style-type: none"> • The economic impact of the public sector is maximised. • Partnership working across the CPP at strategic and operational levels evident. • More effective working as partners demonstrated. • More efficient working as partners demonstrated. • Community engagement in central to service design and delivery. • Third sector service providers contribute to the community and economic wellbeing of Argyll and Bute. 	<ul style="list-style-type: none"> • Review current practices in public sector procurement policies and processes to give a more accurate reflection of best value (community benefit clauses, etc). • Implement co-production as the principle for equal, reciprocal and responsible partnerships for delivery of services. • Always engage with service users before changes are made and take into account people's views in making decisions. • The Third Sector is robust and well governed. • The Third Sector attracts resources into local communities supporting economic, environmental and social ambitions. • The Third Sector produces more flexible and responsive local services based on evidenced demand.

			<ul style="list-style-type: none">• The third sector works to achieve sustainability and improve resilience (eg breadth of income streams)• Third sector organisations who deliver services enter into 3 year service agreements where this is appropriate.• Provide opportunities for local communities to buy unused public assets for community use.
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