



24 October 2014

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP - MANAGEMENT COMMITTEE** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD** on **FRIDAY, 31 OCTOBER 2014** at **10:00 AM**.

AGENDA

1. WELCOME AND APOLOGIES - PAUL CONNELLY

Including an introduction to the new Chair from Police Scotland, Helen Swann

2. MINUTE AND HIGHLIGHTS OF THE CPP MANAGEMENT COMMITTEE MEETING 19TH AUGUST 2014(Pages 1 - 8)

3. ACTION TRACKER(Pages 9 - 10)

4. INFORMATION FROM OTHER COMMUNITY PLANNING MEETINGS / NETWORKS

- (a) National Community Planning Group - verbal update, Rona Gold
- (b) Community Planning Managers meeting - update report, Rona Gold
- (c) Highlights from Area Community Planning Groups - report, Lorna Elliott (Pages 11 - 12)

5. PERFORMANCE MONITORING

- (a) Update report, Samantha Quarton (Pages 13 - 22)
- (b) Outcome 1 - Presentation from Machrihanish Airbase Community Company

An introduction to their company, their achievements over the past two year, and their plans on future economic development for Kintyre.

- (c) Outcome 1 - Pyramid and highlights report, Douglas Cowan (Pages 23 - 26)
- (d) Outcome 1 - Economic Summit debrief, Douglas Cowan
- (e) Outcome 5 - Presentation from Elaine Garman
Presentation on the Public Health Annual Report by the Director of NHS Highland
- (f) Outcome 5 - Pyramid and highlights report, Elaine Garman - to follow
- (g) Outcome 5 - Alcohol and Drugs Partnership Annual Report, Elaine Garman - to follow

6. PUBLIC SECTOR REFORM

- (a) Health and Social Care Integration, update report (Pages 27 - 30)
- (b) Community Justice Reform - update report, Louise Long (Pages 31 - 34)

7. GOVERNANCE REVIEW

- (a) Strategic CPP arrangements, report, Rona Gold (Pages 35 - 60)
- (b) Area level CPP arrangements - report, Shirley MacLeod (Pages 61 - 70)

8. COMMUNITY EMPOWERMENT (SCOTLAND) BILL - REPORT, RONA GOLD(Pages 71 - 74)

9. PROPOSED CPP DEVELOPMENT DAY - REPORT, RONA GOLD(Pages 75 - 78)

10. COMMUNICATION PRIORITIES - REPORT, DONALD MACVICAR(Pages 79 - 84)

11. AOCB

- (a) Scotland being a Good Food Nation Consultation, Samantha Quarton
- (b) Community Payback Order Consultation, Rona Gold
- (c) Scottish Fire and Rescue CPP event, Paul Connelly
- (d) Third Sector and Communities Update, Rona Gold

12. DATES OF NEXT MEETINGS

1. 27th March 2015 – Management Committee
2. 25th June 2015 - Management Committee
3. 27th August 2015 – Full Partnership
4. 30th September 2015 – Management Committee
5. 17th December 2015 – Management Committee

**MINUTES of MEETING of ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP -
MANAGEMENT COMMITTEE held in the COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD
on TUESDAY, 19TH AUGUST 2014**

Present:

Paul Connelly, Scottish Fire and Rescue Service (Chair)	
Councillor Dick Walsh	Glenn Heritage, Argyll Voluntary Action
Christina West, NHS	Jane Jarvie, Argyll and Bute Council
Douglas Cowan, HIE	Donald MacVicar, Argyll and Bute Council
Fraser Durie, Argyll College	Gary Stitt, Police Scotland
Pippa Milne, Argyll and Bute Council	Sally Loudon, Argyll and Bute Council
Elaine Garman, NHS Highland	Samantha Quarton, Argyll and Bute Council
	Cleland Sneddon, Argyll and Bute Council
Rona Gold, Argyll and Bute Council	Lorna Elliott, Argyll and Bute Council
Donald Henderson, Scottish Government	Stuart Green, Argyll and Bute Council
Shirley McLeod, Argyll and Bute Council	Christina West, NHS Highland
Andrew Campbell, Scottish Natural Heritage	

1. WELCOME AND APOLOGIES - PAUL CONNELLY

Apologies received from
Councillor Ellen Morton
Barry McEwan Police Scotland
Diane McMillan Argyll and Bute Council
Garry Fraser Scottish Ambulance Service

The Management Committee were made aware that Barry McEwan would be moving onto a new post within Police Scotland and that Helen Swann would be the new Divisional Commander. Councillor Dick Walsh spoke on behalf of Argyll and Bute Council and the people of Argyll and Bute, stating great appreciation of the work that Barry has done. Barry was a real driver behind the Single Outcome Agreement (SOA) and has left a legacy with the new Road Policing Unit.

2. MINUTE OF THE CPP MANAGEMENT COMMITTEE MEETING 25TH APRIL 2014

The minutes from the meeting of 25th April 2014 were agreed and proposed by Douglas Cowan, seconded by Donald MacVicar.

3. ACTION TRACKER

The Action Tracker was updated and approved. Douglas Cowan mentioned that his item was a work in progress and that all other outstanding items were marked as complete. Glenn advised the Management Committee that one partner within the Third Sector Partnership had been unable to provide figures for the budget reconciliation exercise.

4. DELIVERY PLANS AND PERFORMANCE MONITORING

(a) DELIVERY PLAN MONITORING APPROACH

Rona Gold advised that there were over 300 indicators that made up the Delivery Plans and whilst it was the role of this Committee to scrutinise them, it was not practical to look at all 300 every meeting. Rona outlined the proposals within the paper to look at key high-level indicators each quarter plus two outcomes in detail, following a discussion with the outcome lead prior to the Management Committee to add qualitative information. It was also proposed to make future annual reports case-study based to make them more meaningful to the public.

Following discussion, the proposal was approved however all partners are asked to review the list of high-level indicators and feed back to Rona by Friday 5th September with proposals.

(b) NRS' 2012-BASED POPULATION PROJECTIONS FOR ARGYLL AND BUTE

The Management Committee noted the report and that the overall trend has not changed.

(c) SOA ANNUAL REPORT 2013-14

The Management Committee noted the report and agreed that the Annual Report be sent to the Scottish Government.

5. PUBLIC SECTOR REFORM

(a) UPDATE ON THE REDESIGN OF COMMUNITY JUSTICE

Cleland Sneddon gave an overview of the proposed changes to Community Justice with Community Planning Partnerships taking responsibility for this area from March 2016. There was discussion on how the CPP would link with the Health and Social Care Partnership on Community Justice and it was agreed that Louise Long, as Lead Officer, would provide reports to the Management Committee on this issue.

(b) REPORT ON HEALTH AND SOCIAL CARE INTEGRATION

Cleland Sneddon updated the Management Committee on the progress made with the integration of Health and Social Care. It was noted that the post of Chief Officer was due to be advertised shortly and that an Integration Scheme was to be signed off by the Scottish Government by April 2015. Approximately 500 staff have attended the engagement events with an overwhelmingly positive response so far.

6. DELIVERING OUTCOMES

(a) DELIVERY STRUCTURE AND ROLE OF OUTCOME LEAD

Paul Connelly updated the Management Committee on the proposed structure that he and Barry McEwan were using for Outcome 6 to see whether this would

be a good model for others. Following discussion it was agreed that it was up to each outcome lead to have a structure that worked for them as long as the Management Committee had reassurance that the outcome lead had full knowledge of their outcome delivery structure.

(b) OTHER MATTERS AS IDENTIFIED BELOW

(c) OUTCOME 1 – COSLA STRATEGIC MIGRATION REPORT

Rona Gold advised the Management Committee of the Strategic Migration Partnership Policy Toolkit. It was agreed that if the Migration Matters Scotland project detailed in point 3.5 of the report was expanded, this Local Authority area would wish to be involved.

It was noted that VisitScotland create profiles of the types of people to best market areas to and that something similar may be required to get the right marketing strategy to attract migration.

(d) OUTCOME 3 – COMMUNITY LEARNING AND DEVELOPMENT PARTNERSHIP 3-YEAR STRATEGY

Donald MacVicar advised that the Community Learning and Development team is required to have a 3 year strategy in place by September 2015 and that this formed a significant part of Outcome 3. It was confirmed that there is a multi-agency sub-group looking at this and Donald advised of the associated timescales. Elaine Garman questioned whether there was currently public health input into the group as she would be keen for public health to be included.

(e) OUTCOME 4 - EARLY YEARS COLLABORATIVE

Cleland Sneddon updated the Management Committee of the actions of the Early Years Collaborative including the implementation of the Leadership Walk Rounds which commenced in April 2014. Cleland highlighted the work taking place as part of the Kintyre Family Pathway Pilot which has the potential to immeasurably improve the life chances of those involved. The Annual Conference taking place on the 8th September in Arrochar was also highlighted and all partners were invited to attend.

(f) OUTCOME 4 – MENTAL HEALTH IN CHILDREN AND YOUNG PEOPLE

Elaine Garman gave a presentation on Children and Young People Mental Health Indicators. The links with the Single Outcome Agreement were noted as were the indicators where Argyll and Bute is comparably worse than the rest of Scotland. It was agreed by all that a partnership approach was required to address the complexity of all the issues. It was agreed that someone from the Education Service be invited to a future Management Committee meeting to show what was happening in schools with regards to literacy and health and wellbeing.

Pippa Milne commented that we needed to look at how we engage with young people and families with young children to better understand their needs.

(g) OUTCOME 5 – NHS HEALTH SCOTLAND'S ONLINE RESOURCE FOR CPP'S – WORKING TO REDUCE HEALTH INEQUALITIES

The email and accompanying flyer was noted and will be circulated to all members of the Management Committee following this meeting.

7. NATIONAL COMMUNITY PLANNING GROUP

Donald MacVicar advised the Management Committee on who the members were of the National Community Planning Group and their remit. It was agreed that Rona would ask the National Community Planning Group if there was any assistance on joint resourcing approaches.

8. COMMUNITY PLANNING SUPPORT TEAM

(a) WORK PRIORITIES AND GOVERNANCE

Rona updated the Management Committee on the conversations she had had since coming into post with outcome leads to meet needs of partners and allow the team to best work for the partnership. The report outlined the governance approach which will be brought back in October for sign-off by the Management Committee. Rona outlined the key areas of work for the team and the Management Committee confirmed they were happy with this direction.

(b) AREA COMMUNITY PLANNING

Shirley MacLeod presented the report and outlined the key proposed changes to the Terms of Reference for the Area Community Planning Groups and the proposed approach to localising the Single Outcome Agreement with the aim to have Local SOA plans in place for April 2015.

The group agreed that the paper go to the September Area Community Planning Group meetings and a report be brought back to the Management Committee in October with an update.

9. REQUESTS FOR MEMBERSHIP TO MANAGEMENT COMMITTEE

Paul Connelly verbally updated the Management Committee of requests that had come from partners wanting to join the Management Committee. Paul advised that this would be looked at as part of the ongoing governance review and would be brought back in October.

10. POLICY AND LEGISLATION

(a) COMMUNITY EMPOWERMENT (SCOTLAND) BILL

Rona gave a brief overview of the Community Empowerment (Scotland) Bill that is currently going through consultation with the Scottish Government. It was agreed that a user-friendly version of the Bill be circulated to partners and that a presentation on the potential implications to the Community Planning Partnership be brought to the October meeting.

(b) UPDATE FROM SCOTTISH GOVERNMENT

Donald Henderson advised that the Scottish Government would be in purdah from Friday 22nd August until after the referendum.

11. BEST PRACTICE

Donald MacVicar presented the report which was duly noted by the Management Committee.

12. COMMUNICATION

(a) COMMUNICATION PRIORITIES

Jane Jarvie advised the Management Committee of the range of items that could be communicated as a partnership but that there needed to be consistency in shared messages and best ways to engage. The group approved the formation of a short-life working group to look at this in more detail and it was agreed that all partners would nominate a representative from their organisation to attend this.

(b) DISTRIBUTING THE DISCUSSION AND OUTCOME OF MEETINGS

In order to forge better communication links with the Area Community Planning Groups, Rona proposed providing the groups with highlights, in bullet form, of Management Committee meetings and vice versa. The group agreed that this was a good idea for the purpose of information sharing at this stage and expectations may need to be managed.

13. AOCB

(a) DEVELOPMENT DAY

Sally Loudon proposed holding a Development Day for the Management Committee to allow detailed discussion on some of the issues that the Community Planning Partnership was facing. It was agreed that a draft agenda for this be brought to the October meeting.

(b) SCOTTISH RURAL PARLIAMENT PRE-EVENT INVITATION

Glenn advised the group of the “Argyll Speaks” event being held in Oban in September. She confirmed that this was a non-political event looking at rural and remote communities to highlight issues and discuss successes as a means of feeding into the Scottish Rural Parliament in November. All partners are welcome to attend.

(c) THIRD SECTOR INTERFACE

Glenn updated the Management Committee of the current challenges facing the Third Sector Interface.

(d) WHAT WORKS SCOTLAND

Rona updated the Management Committee on who “What Works Scotland” was and their remit. She advised that they were keen to work with local authorities and provide academic support in key areas. It was suggested that population and

immigration, rural deprivation and economic development were key areas. Rona advised that there were tight timescales to apply to What Works Scotland and it was agreed that all partners would feedback to Rona as soon as possible on suitable areas further to those suggested.

(e) ELECTRIC VEHICLES

Rona advised the Management Committee that a free fleet analysis was available to partners with the intention of looking at where electric vehicles could be deployed. The practicalities of electric vehicles in Argyll and Bute was discussed and it was noted that the charging infrastructure was a major barrier currently to the use of electric vehicles. Fraser Durie and Pippa Milne both expressed an interest and it was agreed that the CPP would look at this further subject to interest from partners.

14. DATE OF NEXT MEETING

It was confirmed that the date of the next meeting will be Friday 31st October, 10.00 in Kilmory

Dear Chair of the Area Community Planning Group,

The Argyll and Bute Community Planning Partnership Management Committee met on 19 August 2014. It was agreed that a summary of the matters discussed at the Management Committee be provided to the Area Community Planning Groups to increase transparency and communication within the community planning structure. The summary is for information purposes and can be shared with the communities that members of the Area Community Planning Group represent.

We would welcome similar highlights from your discussions at the local level for information purposes and we can note these in our quarterly meetings. We are looking at the working of Community Planning Governance and understand this to be a first step in establishing a better flow of communication.

Information for the Area Community Planning Groups about the Community Planning Partnership Management Committee meeting held on the 19th August 2014.

- The current Chair of the Management Committee, Chief Superintendent Barry McEwan of Police Scotland is moving onto a new post and will be handing over his position of Chair at the meeting on October 31st. Chief Supt McEwan's leading contribution to Community Planning and Policing in Argyll and Bute was noted.
- The Management Committee has a role to scrutinise performance in the SOA. It was agreed that two of the outcomes of the Single Outcome Agreement would be scrutinised in detail at each meeting alongside strategic, high-level indicators that cut across all the six outcomes.
- Community Planning Partnerships will have a responsibility for Community Justice from 2016. Louise Long will be the Lead Officer and will keep the Management Committee informed.
- A 3-year Community Learning and Development strategy for Argyll and Bute is to be in place by September 2015 and a multi partner team is working to produce this.
- Elaine Garman gave an insightful presentation on the mental health of children and young people from the report: Scotland's mental health: Children & young people 2013. The Management Committee were shocked at the national picture emerging from the report. It was agreed that the Partnership look at health and education at the next meeting.
- The governance of Community Planning in Argyll and Bute is being reviewed with a view to strengthening the existing governance arrangements. Proposals of changes will be considered at the meeting on 31 October. The Management Committee is interested in the views of the Area Community Planning Groups on proposed changes to the Area Community Planning Groups governance.
- It was agreed that key messages and a better approach to communication was required by all partners. A sub-group is being formed to develop key messages take this forward.
- All partners were invited to attend "Argyll Speaks": An opportunity to learn about and influence the Scottish Rural Parliament. Wednesday 17th September, 2014, Corran Halls, Esplanade, Oban. 12 noon-4pm. <http://www.scottishruralparliament.org.uk/event/oban/>

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CPP Action Tracker

Action	By Who	Completion Date	Notes
EDAP Update to return to MC in October 2014	CPP Admin	October 2014	Postponed until March 2015 when there will be information for meaningful update.
All partners to review proposed high-level indicators which give overview of all 6 outcomes and feedback to Rona Gold	All Partners	5 th September 2014	Complete
Management Committee to be kept informed on how the CPP will link to the Health and Social Care Partnership and Community Justice	Louise Long / Allen Stevenson	October 2014 and continuing	Update reports as part of October agenda
Contact COSLA regarding Migration Toolkit and let them know we wish to be involved if project is expanded	Rona Gold	October 2014	Complete
CLD Partnership to be offered public health input to the group	Rona Gold/ Elaine Garman	October 2014	Complete
Representative from Education Service be invited to attend future meeting to advise of health and wellbeing and literacy in schools to help tackle issues raised by Children and Young People Mental Health Indicators	Rona Gold	October 2014	Presentation to come to next meeting of Management Committee
Contact National Community Planning Group to ask if there is any assistance on joint resourcing	Rona Gold	October 2014	Complete
Update on Area Community Planning Groups to be brought back to Management Committee in October following Area Community Planning Group meetings in September.	Shirley MacLeod	October 2014	Complete
Circulate user-friendly version of the Community Empowerment (Scotland) Bill to all partners	Cppadmin	October 2014	Complete

Presentation on the implications of the Community Empowerment (Scotland) Bill to the Community Planning Partnership to be brought to next meeting	Rona Gold	October 2014	Complete
All partners to nominate a representative from their organisation to attend a short-life working group on communicating shared messages, nominations to be returned to cppadmin	All	5 th September 2014	Complete
Highlight reports from Area Community Planning Groups to come to Management Committee for noting	Lorna Elliott	October 2014	Complete
Draft agenda on CPP Development Day created and brought to next Management Committee	Rona Gold	October 2014	Complete
Feedback to Rona key areas that What Works Scotland could assist the CPP for the application process	All	ASAP	Complete
Feedback current interest on electric vehicles	Rona Gold	29 th September 2014	Complete

Management Committee**Date: 31 October**
Agenda Item: 4c

Area Community Planning Groups Update

The purpose of this update is to provide bullet point highlights of matters discussed by the Area Community Planning Groups (Area CPGs) during the September 2014 round of meetings

General/Common to all

- The 4 Area CPGs considered the draft terms of reference and the SOA Localised Delivery Action Plan. There was a general consensus that, following the inclusion of input from Area CPG members on certain points, the draft Terms of Reference should be adopted and that the phased approach to localising the SOA was an appropriate way to proceed
- Argyll & Bute Council Amenity Services gave a presentation to the Area CPGs on the recent changes in within the service and highlighted opportunities for Third Sector and Community Organisations to work with officers in the coming months. The quality of work of Amenity Services was widely appreciated however it was noted that there could potentially be capacity issues should community organisations begin to enter into service level agreements.
- It was noted that several CPP partners did not attend the Area CPG meetings and that several scheduled reports from partner organisations were not provided.

Bute & Cowal Area CPG Meeting held on the 2nd of September 2014

- A Sub group formed at the June 14 Area CPG meeting to take forward the findings of the Community Engagement report in the context of the Single Outcome Agreement with a focus on depopulation and making Bute and Cowal a more attractive place for people to come and live and work has met twice. An update on the work of the group was given at the meeting.
- This group will feed into the SOA: Local Workshops which will take place during Phase 2 of the SOA Localised Delivery Action Plan

Mid Argyll, Kintyre and the Islands Area CPG Meeting held on the 3rd of September 2014

- The group received a presentation from Advancing Community Understanding of Mental and Emotional Needs (ACUMEN), which outlined the philosophy

and framework which enabled the organisation to play a part in the development of mental health services across the Argyll and Clyde area and from the Kintyre Link Club, a mental health club run by members for members.

- The presenters asked the group to be more aware of mental health issues and to assist on providing the relevant information to the general public as a way of also reducing the stigma association with mental health issues.
- The Chair thanked both organisations for the informative presentations and requested that feedback is provided to the Community Planning Partnership (CPP) outlining the importance of retaining both ACUMEN and the Kintyre Link Club as this type of activity reduces long term costs on the NHS.

Helensburgh & Lomond Area CPG Meeting held on the 9th of September 2014

- The group received a presentation from Strathclyde Partnership for Transport on the Argyll and Bute Transport Outcomes Report for 2014/2015. It was noted that a new rail franchise was commencing in April 2015 and this would present opportunities to engage in potential new services for the area
- The group considered a report relating to Kirkmichael Commonwealth Family Fun and Sports Day. The Chair highlighted that the Area CPG considers matters strategically and there is a need for activities to directly link to the SOA Outcomes.

Oban, Lorn and the Isles Area CPG Meeting held on the 10th of September 2014

- The group received a presentation for Scottish & Southern Power Distribution (Hydro) on community resilience. They spoke about the key benefits of the Priority Service Register, their emergency plan and partners and how they communicate with customers to provide the best possible service. Links with Community Councils and local Community Resilience plans were discussed.
- NHS Highland updated the Group on the current situation in regards to Ross of Mull and Iona Doctors. Three review groups have provided public sessions in Tobermory, Bunessan and will provide a further public session on Iona in September. Local cover has been secured in Bunessan until the end of January 2015. The Group discussed their concerns around the Tobermory Practice stopping 24 hour cover.

For further information please contact:

Lorna Elliott, Community Governance Manager
Tel: 01631 567995

Management Committee**Date: 31st October 2014****Agenda Item: 5a**

Performance Update

1.0 Purpose

This report provides Management Committee members with an update to the performance monitoring of the delivery plans of the Single Outcome Agreement (SOA).

2.0 Recommendations

It is recommended that Community Planning Partnership (CPP) Management Committee members:

- 1) Note that there have been changes to the delivery plans
- 2) Be aware that the proposed extrapolation of strategic high-level indicators for quarterly scrutiny is no longer being pursued.
- 3) Note the progress to date of the creation of scorecards for each delivery plan in the performance management system.
- 4) Approve the Highlight report as a suitable template for outcome leads to provide their update (Appendix 1)
- 5) Approve the timetable for outcomes to be presented to the Management Committee and meeting dates for 2015 (Appendix 2)

3.0 Background

The six delivery plans for each of the outcomes in Argyll and Bute Community Planning Partnership's SOA were approved by the CPP on the 25th April 2014 and were subsequently submitted to the Scottish Government on 26 June following going to Full Council. The Delivery Plans are dynamic and subject to change over time to meet relevant outcomes.

The approach to the monitoring of the six delivery plans was agreed at the Management Committee meeting on the 19th August 2014. Management Committee members agreed to scrutinise two outcomes at each meeting in addition to a

proposal to develop high-level strategic indicators spanning all six outcomes for quarterly review.

The Community Planning team have been working with the System Administrators of the council's performance management system, Pyramid, and with those listed in the delivery plans as responsible posts. Ensuing discussions have led to some necessary amendments to the delivery plans as detailed in this report.

4.0 Review of delivery plans for inclusion in the performance management system

Changes to Delivery Plans

The Community Planning team have undertaken an exercise to establish the data source and baseline information for all 305 indicators with those named in the delivery plans as 'responsible officers'. As a result, there have been amendments to ensure the measurements can be captured on a performance management system.

In addition, the Criminal Justice team felt that they were better placed in Outcome 6 – *Safer and Stronger Communities* rather than Outcome 4. Therefore, the indicators relating to Criminal Justice have now been removed from Outcome 4 and inserted as a new short term outcome under Outcome 6 "*We work with partners to reduce reoffending*" after consultation with outcome leads.

The Community Planning team's discussion and refining of indicators was concluded on the 10th October 2014. Further changes to the delivery plans will not be accommodated for a period of approximately 12 months to enable a period of stability and allow reporting measures to progress.

National performance management

The Community Planning team is being kept informed of progress within the performance management workstream of the Public Sector Reform Board (PSRB). This seeks to provide recommendations as to how CPP systems of performance measurement support reform and how to overcome obstacles which stand in the way of change.

The Improvement Service has recently mapped the current performance measurement frameworks across sectors involved with Community Planning Partnerships and beyond.

At this stage, there is no impact on how we report on our delivery plans but the Community Planning team will continue to remain informed of this piece of work and provide updates to the Management Committee where appropriate.

Proposal of strategic high-level indicators across all six outcomes

At the Management Committee meeting on the 19th August 2014, a number of high-level indicators extracted from all 6 outcomes were proposed to be reviewed on a quarterly basis in addition to two outcomes at each meeting. Management Committee members were requested to look at the proposed indicators in more detail and feedback to the Community Planning team.

Feedback suggested that strategic high-level indicators would not update on a quarterly or more frequent basis than annual and therefore there was little benefit to including these. Instead, the Annual Report will include key statistical information pertaining to economic growth and population.

Delivery Plans and Pyramid

The Community Planning team have been working alongside colleagues in the council's Improvement and Organisational Development team who are the system administrators for the council's performance management system, Pyramid.

All outcomes are currently in the process of being built in the system and it is anticipated that this will be complete by November 2014. Once an outcome is completely built within the system, all appropriate stakeholders will be notified to enable the input of data and allow internal quarterly monitoring by outcome leads.

In order to maintain a central point of contact and retain an overview of all indicators, the Community Planning team will remain the contact for all responsible posts/data inputters and for any queries the Pyramid team may have with any indicators.

Highlight Report

In addition to the scorecard being presented at Management Committee, Two Outcome Leads will be required to complete a highlight report for each meeting detailing key successes, issues/risks and further opportunities for joint resourcing or better partnership working. This template is found in Appendix 1.

Outcome leads will be required to complete the template and submit to the Community Planning team via the cppadmin@argyll-bute.gov.uk email address a minimum of 14 days prior to the Management Committee meeting.

Timetable

The schedule for Management Committee meetings in 2015 has been reviewed in order to tie in with performance reporting cycles and to ensure that meetings happen when meaningful data is available.

Management Committee meetings are therefore proposed to occur in March, June, September and December. The Full Partnership is proposed to meet in August of each year, so that the Annual Report and a full year's data set are available.

The dates for 2015 and the outcomes to be presented at each meeting are as follows:

Date of meeting	Type	Outcomes to be presented
31 st October 2014	Management Committee	1, 5
27 th March 2015	Management Committee	2, 6
25 th June 2015	Management Committee	3, 4
27 th August 2015	Full Partnership	All
30 th September 2015	Management Committee	Tbc
17 th December 2015	Management Committee	Tbc

The full performance cycle reporting key dates for input into Pyramid and meetings to be held with the Community Planning team prior to the Management Committee meeting can be found in Appendix 2.

5.0 Conclusions

Robust discussion has taken place with responsible posts to ensure that the delivery plans can be reported. A number of amendments have arisen as a result and there will now be a 12 month period of stability where no further amendments can be made.

Each Management Committee meeting will only focus on the scrutiny of two outcomes after a collective view that a quarterly report on strategic high-level indicators from all six outcomes would not add value.

Balanced scorecards for each of the delivery plans are currently in the process of being built on the council's performance management system, Pyramid. The Community Planning team will notify all relevant stakeholders when the scorecards are ready for data input, it is anticipated that all scorecards will be complete within the system by November 2014.

Outcome leads are required to complete a Highlight Report as part of the monitoring process when their outcome is presented to the Management Committee to provide other Management Committee members with information that cannot be captured within the delivery plans.

Meeting dates for 2015 are now set with a proposed timetable for the presentation of outcomes to the Management Committee.

6.0 Implications

Strategic Implications	All outcomes of the SOA are covered in this report
Consultations	Management Committee members have been involved in the development and refining of the approach to performance management
Resources	Staff time to input data and prepare performance reports for CPP Management Committee. Impacting the partner organisation reporting, the Community Planning Team and some resource from the council's Improvement and Organisational Development team.
Prevention	Some indicators monitored through the proposals in this paper will relate to prevention.
Equalities	Some indicators monitored through the proposals in this paper will relate to reducing inequalities.

Donald MacVicar

Head of Community and Culture, Argyll and Bute Council

For more information contact:

Rona Gold

01436 658 862

References

Mapping of Performance Management Powerpoint to PSRB – Improvement Service

Appendices

Appendix 1 – Highlight report template for Outcome monitoring

Appendix 2 – Performance reporting cycle 2014-15/ 2015-16

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Management Committee

Date:
Agenda Item:



**Outcome (insert outcome number and description)
Progress Report**

1. Recommendations

Is it all for noting or are there key areas for the Management Committee to discuss?

2. Successes and key achievements to date for Outcome 1

List in bullet point or other suitable format for the information

3. Risks

Highlight where planned action is not likely to happen and why, plus other identifiable risks to achieving progress.

4. Opportunities

Are there opportunities for further partnership working, sharing assets, joining resources?

Background

Consultations	Who has been consulted in relation to this report? Has the information been to any boards for any decisions?
Resources	What are the financial and people implications as a result of this report?
Prevention	Does this report manage a problem or prevent a problem from happening?
Equalities	How does the information relate to equalities?

Outcome lead:

Job title and organisation:

For more information contact:

Name

E-mail

Telephone number

Argyll and Bute Community Planning Partnership - performance reporting cycle 2014/15 and 2015/16

In order that the Scorecards are presented for scrutiny in a timely manner, the following programme has been agreed.

	End of period	Data complete in Pyramid	Outcomes being presented at Meeting	Meeting with Outcome Lead - date	CPP Management Committee meeting
Qtr 1	30 Jun 2014	By end of September ideally	1, 5	Sept/Oct 2014	31 October 2014
Qtr 2	30 Sep 2014	17 Oct 2014			
Qtr 3	31 Dec 2014	16 Jan 2015	2, 6	February 2015	27 March 2015
Qtr 4	31 Mar 2015	17 Apr 2015	3, 4	May 2015	25 June 2015
			All Outcomes	FULL PARTNERSHIP	27 August 2015
Qtr 1	30 Jun 2015	17 July 2015	Tbc	August 2015	30 September 2015
Qtr 2	30 Sep 2015	16 Oct 2015	Tbc	November 2015	17 December 2015
Qtr 3	31 Dec 2015	15 Jan 2016	Tbc	February 2016	March 2016
Qtr 4	31 Mar 2016	15 Apr 2016	Tbc	May 2016	June 2016

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Management Committee**Date: 31st October 2014****Agenda Item: 5c**

Outcome 1: The economy is diverse and thriving Progress Report

1. Recommendations

The purpose of this report is to provide Management Committee with an update on progress for the period to end September 2014 on Outcome 1: The economy is diverse and thriving.

Overall progress against Outcome 1 is positive. All the relevant indicators have been updated by the partners within the target timescales, and of the 49 indicators under Outcome 1 in the SOA, progress is summarised as follows:

Performance ahead of target:	10
Performance 'On track':	34
Performance behind target:	5

Of those where performance is reported as being behind target this is partly related to the Pyramid reporting methodology. For example, indicators showing annual targets in each quarter (International Turnover through HIE support). Other than those highlighted within the Risks below this should be addressed by the year end.

2. Successes and key achievements to date for Outcome 1

Overall performance is relatively strong reflecting improved the improved economic and business climate. Examples of successes include:

- A collaborative export pilot (by Highlands and Islands Enterprise, Scottish Enterprise and Scottish Development International) for food and drink businesses has been launched and includes a number of businesses from Argyll. (Outcome 1.1.2)
- Moto Scotland a local Argyll business and client of Business Gateway and HIE was a winner of the Edge Fund competition for Scotland brightest and most innovative new businesses. (Outcome 1.1.4)
- European Marine Science Park secures its first two tenants, and a formal opening is being arranged for late November 2014. (Outcome 1.4.2)

- The first successful projects in a funding competition run by the Industrial Biotechnology Innovation Centre (IBioIC) have been announced with one of the two Scottish winners being an Argyll business. GlycoMar, located at the European Centre for Marine Biotechnology, near Oban, develops products and services for the human healthcare and personal care markets. Its project will use a microalga, a single-celled species found in sea water, to produce an active ingredient for the cosmetic sector. If successful, it will deliver the first example of a new high value product from UK marine biotechnology using microalgae for sustainable industrial biotechnology production.(Outcome 1.4)
- Business Gateway has supported 66 new business starts against an annual target of 100. (Outcome 1.7.1)

3. Risks

Whilst the overall picture is positive, there remain risks to overall progress:

- Islay Tidal Array – A detailed site visit to Islay for Scottish Power Renewables and its potential marine contractor, to assist with their process of assessing suitable sites and local supply chain businesses to support deployment and Operations & Maintenance for the Islay Tidal Array. However, a number of challenges remain with this project and the consenting process has yet to be completed.
- Only 1 business has begun trading internationally in the first half year ((1.1.2). This is an ambitious target as the majority of HIE account managed clients already have export experience. However HIE is engaging with Business Gateway to identify new opportunities.
- We have increasing anecdotal evidence that increasing challenges in attracting and retaining staff are constraining business growth in a number of areas. Lack of appropriate housing has been cited as a reason in a number of cases.

4. Opportunities

The Argyll & Bute Economic Summit has been arranged to take place on 29th October. A strong panel of speakers will enable debate on the opportunities and challenges facing the economy and need to increase our population. This represents a chance to develop a consensus on the key issues and further actions required.

Significant resources have been devoted to securing inward investors to Argyll and the Islands and there have been good examples of partnership working. In the past six months discussions have commenced with 12 organisations in the Food and Drink, Tourism, Life Sciences, Finance and Business Services, Aerospace and Textile sectors. Successes to date include the decision by Niri Scotland to locate its first on-shore salmon production facility at Machrihanish; a number of other enquiries remain active.

The consultation document 'Supporting Commercial Spaceplane Operations in the UK' issued by the Department of Transport sought views on issues relating to the potential location of a UK Spaceport. Machrihanish was one of 8 potential Spaceport locations. HIE led the preparation of a local consultation response working with Machrihanish Airbase

Community Company and Argyll and Bute Council and appointing expert consultants to provide technical input and assist with the process. We expect the next phase of work to be an invitation for bids from interested locations.

5. Background

Over the first part of the year we have seen continued investment from indigenous businesses and interest from actual and potential inward investors, overall business confidence remains steady. There has been an increase in the number of business referrals from Business Gateway to HIE. We have also seen a number of significant investments coming forward, including the latest phase at Portavadie Marina, where HIE funding support of £950k has levered an investment of over £8million to provide leisure facilities at Portavadie Marina and expand the offering of the world class facility.

Unemployment across Argyll and the Islands has continued to improve with claimant count rates in each Travel to Work Area falling over the past year as a result of a general improvement in economic and business conditions. Whilst the unemployment rate in the Dunoon and Bute TTWA remains the highest in the region it has fallen from 4.5% to 3.1% in the past 12 months.

Early indications would suggest that Argyll has had a positive tourism season like many other parts of Scotland. A number of businesses have reported improvements and increases of 20% have been suggested; it has also been reported that market awareness of Argyll and the Islands has increased. We have seen visitors to the Commonwealth Games both using Argyll as a base and as a “side visit” and have also had reports of international visitors to the Ryder Cup spending time in Argyll. There is not much hard data available yet but interestingly, the latest HIAL quarterly figures (July to September) show a 16.8% increase in Tiree passengers over the previous year, and Campbeltown of 11.6%.

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Management Committee**Date: 31 October 2014****Agenda Item: 6a**

Integration of Health & Social Care

1.0 Purpose

Argyll and Bute Council and NHS Highland are actively planning for the implementation of new arrangements to meet statutory duties and responsibilities that will shape the future delivery of Health and Social Care in Argyll and Bute as outlined within the Public Bodies (Joint Working) (Scotland) Act 2014. This legislation places a duty on Local Authorities and NHS Boards to develop defined arrangements for the integration of Health and Social Care services in their area.

This report provides an update on a previous report submitted on 19th August 2014 to CPP Management Committee.

2.0 Recommendations

CPP Management Committee is asked to note the following issues;

- The Interviews for the post of Chief Officer are took place on 7th and 8th of October 2014. An appointment is imminent.
- 470 staff attended information sessions across Argyll and Bute to find out more about our plans to create a new Health and Social Care Partnership in Argyll and Bute. Sessions were delivered in Cowal, Bute, Helensburgh, Mid Argyll, Kintyre, Oban, Coll, Islay, Tiree and Mull. The feedback from the staff in relation to the sessions was positive. Further sessions are planned for staff in December 2014.
- Engagement and Involvement sessions are currently being finalised in partnership with the Scottish Health Council to have local conversations with small groups of people in localities who have an interest in health and social care during November and December. Sessions are also being planned with staff involved in re-shaping care for older people during the same period to larger audiences across localities.
- A new joint staff partnership forum involving management and Trade Union reps from both NHS and Council is now established. This forum will provide an appropriate setting to discuss issues relating to integration during 2014/15.

- A national Integration Scheme has been devised by Government and Partnerships across Scotland are advised to use the draft Scheme to ensure compliance with the requirements of the Regulations. The Scheme needs to be submitted to Scottish Government by Mid-February 2014.
- The Shadow Integration Board met for the first time on 10th September to oversee the recruitment of the Chief Officer post and start to ensure the work of the Programme Board and joint project team produces the outputs required to set up the new partnership arrangements.
- The Shadow Integration Board will not have any legal powers until the 1st April 2015 which is in line with the regulations and guidance associated with the Act. Councillor Dougie Philand was appointed Chair and Robin Creelman was appointed Vic-Chair of the Shadow Integration Board on the 10th September 2014.
- It has been agreed by the Shadow Board that the four current administrative areas of Cowal and Bute, Helensburgh and Lomond, Mid-Argyll and Kintyre and Oban Lorn and the Isles are the designated Localities in terms of the requirements of the legislation.

3.0 Background

The Integration Programme Board have been meeting regularly to oversee the work of a joint project team charged with taking forward the preparatory work to deliver the new Health and Social Care Partnership. The project team are currently working on 11 work streams covering specific areas which include HR, Finance, Performance, Quality, Operations, OD, Property, Commissioning, IT, Communication and Support Services.

4.0 Detail

The scope of services to be delegated to the new Health and Social Care Partnership was endorsed by the Council and NHS Highland at their respective meetings in June 2014.

The move towards the creation of the new Health and Social Care Partnership is making good progress as work continues on the submission of our draft Integration Scheme to the Scottish Government by Mid-February 2015. Once approved the Integration Scheme will describe the strategic and operational framework within the body corporate delivery model which meets the statutory requirements of the Public Bodies (Joint Working) (Scotland) Act 2014. The Shadow Board will then be granted the power to form the new Integration Joint Board which will have the legal powers to oversee the strategic and operational duties and responsibilities of the new Health and Social Care Partnership.

5.0 Conclusions

Argyll and Bute Council and NHS Highland are working towards the implementation of a new Health and Social Care Partnership which will deliver improved outcomes and more integrated services for people across Argyll and Bute by the 1st April 2015.

The Partnership needs to meet new duties and responsibilities as detailed in the Public Bodies (Joint Working) (Scotland) Act 2014 Regulations and Guidance. The new Health and Care Partnership will develop its links with the CPP and build effective joint working arrangements which ensure delivery of improved outcomes for people across Argyll and Bute.

6.0 Implications

Strategic Implications	SHORT TERM OUTCOME 5.5 We have accessible high quality services which improve quality of life and wellbeing.
Consultations	A full programme of staff and community engagement is being finalised to meet statutory requirements of the legislation.
Resources	The budget for the new Health and Social care partnership is currently being assessed and agreed. It is expected to be in excess of over £200million.
Prevention	Yes. The growing older population and on-going health inequalities can only be tackled by the integration of budgets to agree on strategic and operational priorities during the next 20/30 years.
Equalities	This will ensure access to a range of health and social care support is available to people living in Argyll and Bute.

Allen Stevenson
Joint Project Manager-Integration
Lead Officer – Outcome 5

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Management Committee**Date: 31st October 2014**
Agenda Item: 6b

Community Justice Reform

1.0 Purpose

1.1 The purpose of this report is to provide an update regarding the plans to transfer responsibility for the strategic planning and delivery of community justice to Community Planning Partnerships (CPPs) from Community Justice Authorities (CJAs). It was reported to the management Committee in August 2014 that detailed arrangements were the subject of consultation. This remains the case at the time of writing. Nonetheless work has commenced to plan for the transition to the new arrangements which are scheduled to come into effect in 2016-17.

2.0 Recommendations

2.1 It is recommended that the CPP Management Committee note the measures outlined in this report with regard to affecting the transition to local planning and delivery of community justice

3.0 Background

3.1 Under the terms of the management of Offenders (Scotland) Act 2005 CJAs have responsibility to prepare strategic (area) plans in consultation with relevant bodies. CJAs also monitor the performance of local authorities with regard to their duties undertaken principally by Criminal Justice Social Work Services and allocate on behalf of the Scottish Government the grant supporting these services. North Strathclyde CJA covers East Renfrewshire, Renfrewshire, Inverclyde, East and West Dunbartonshires' and Argyll and Bute.

3.2 The local authority brings together and reconciles the relevant areas of national and CJA policy and priorities, with local priorities and service delivery within a unified planning and performance improvement framework. Locally this is achieved within the terms of a formal partnership with West Dunbartonshire and East Dunbartonshire Councils who share a single strategic partnership manager, single budget, and deliver common outcomes within a joint planning and performance framework, commissioning strategy, deliver certain services across authority boundaries and report to a joint committee.

- 3.3 The previous report notes the establishment by the Scottish Government and COSLA of a Community Justice CPP transitions group, the remit of which is to ensure that CPPs are equipped and ready to fulfil their new obligations.

4.0 Main issues

- 4.1 In establishing the current partnership approach to local planning and service delivery arrangements, the authorities recognised that there was merit in having a joint approach to strategic planning and, with due regard for local circumstances, a consistent approach to operational systems, processes and procedures. Greater management capacity at service manager level permitted a shared approach to strategic management.
- 4.2 The constituent Partnership authorities have continued to deliver services within the structures of local operational accountability, notwithstanding cross authority collaboration and delivery of services, where appropriate and practicable. It should be noted that the Scottish Government's proposals acknowledge the possibility of continuing and/or developing inter-authority partnerships.
- 4.3 Officers are reviewing the current partnership arrangements, recognising a need to strengthen local accountability and agree reporting processes and routes but also recognising the potential merit in sharing resources and delivering certain services.
- 4.4 Officers are also currently considering the impact of the transition to direct allocation of ring fenced grants to local authorities. The funding formula for core services is under review as is the distribution and management of non-core funding. However, the present formula is likely to be in existence at the outset of the new structural arrangements in 2016-17. In this context issues re grant distribution in the short term are compounded by uncertainty regarding the impact of any new funding formula/arrangement. As matters stand the level of grant funding has declined in value against the actual costs of service delivery over a number of years.

5.0 Conclusion

- 5.1 The detail regarding the operation and responsibilities of local community justice partnerships is yet to be confirmed/worked out at a national level and established in legislation. However the legislative framework establishing the duties of local authorities and other agencies in respect of community justice is well established and fully operational as are arrangements in respect of local planning as noted above. Within this context, work has commenced to review current arrangements and consider the implications of the transition.

Louise Long, Head of Children and Families and Criminal Justice

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Management Committee**Date: 31 October 2014****Agenda Item: 7a**

Governance Review: Strategic CPP Arrangements

1.0 Purpose

Recommendations to strengthen the Community Planning Partnership's (CPP) governance structure and align membership of its component parts to Community Empowerment (Scotland) Bill.

2.0 Recommendations

The Management Committee is asked to:

- Agree the main committees and groups of the CPP have strengthened roles, remits and membership as set out in Table 1.
- Agree the CPP's new governance structure which includes links to key thematic areas of engagement, third sector and businesses, equalities and prevention.
- Agree the Terms of Reference for the CPP.

3.0 Background

On 19 August the CPP Management Committee agreed that a Governance review of the CPP would take place with information coming back to the October meeting. The review was to consider how best to improve the following:

1. The scope, role and responsibility of each of the main elements of the Community Planning Governance Structure.
2. The membership of each of the elements in the community planning structure.
3. The levels of interaction and engagement within the structure to allow efficient delivery of the outcomes in the Single Outcome Agreement.
4. The communication channels between all of the elements of the governance structure.
5. Transparency in decision making, prioritisation and budget scrutiny.
6. Performance management at a strategic and local level.
7. Localising of community planning.
8. Opportunities for meaningful engagement, adding value and developing the delivery of the Single Outcome Agreement.

9. Scheduling of meetings.

This report details 1-4 and Appendix A highlights where improvements have been identified for the elements of the review not detailed in this report.

4.0 Detail of improvements to strengthen CPP

For areas 1 – 4 identified for improvement within the Governance review:

- A Terms of Reference has been developed for the Full Partnership, the Management Committee and the Chief Officers Group detailing the role and responsibility of that element of the CPP and its membership.
- The role of the Lead Officer has been refined and the contribution of existing thematic groups has been considered within the structure.
- A new structure is proposed.

4.1 Terms of Reference

The main elements of the structure through which community planning in Argyll and Bute can be delivered are:

- Full Partnership
- Management Committee
- Chief Officers Group
- Area Community Planning Groups – see separate paper at this meeting detailing scope, role and responsibility.

The roles of these are set out in the Governance section of Argyll and Bute's Single Outcome Agreement (SOA). In developing a Terms of Reference it became necessary to make some changes to strengthen existing information on roles and responsibilities and on membership to reflect both existing legislation and upcoming legislation in the Community Empowerment (Scotland) Bill.

These revisions have been incorporated into Table 1 below. A note of any changes from the original description in the SOA is outlined in Appendix B.

Table 1: Strengthened elements of CPP extracted from draft Terms of Reference, Appendix C.

	Purpose, role and remit	Membership and Criteria	Chair	Frequency of meetings
Full Partnership	<p>The Full Partnership is responsible for the overall development of the Community Plan and SOA in Argyll & Bute. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.</p> <p>The Full Partnership of the CPP will</p> <ul style="list-style-type: none"> • Review the annual report for the previous year. • Review progress to date for the current year. • Set direction for the next year. • Ensure responsibilities of Community Planning sit with the appropriate forum (Management Committee, Chief Officers Group and Area Community Planning Groups). 	<p>A representative of each organisation, partnership and groups taking an active part in partnership working for the delivery of the Single Outcome Agreement.</p> <p>The organisation, partnership and group will therefore be named within the membership of the:</p> <ul style="list-style-type: none"> • Management Committee • Chief Officers Group • Area Community Planning Groups • Single Outcome Agreement Delivery Plans <p>Organisations can self-nominate, be invited to join or have a statutory obligation to participate.</p>	<p>The Full Partnership will be chaired by the Leader of Argyll and Bute Council.</p> <p>The Vice Chair will be the Depute Leader of Argyll and Bute Council.</p>	<p>The Full Partnership will normally meet once per year to plan and review.</p>
Management Committee	<p>The Management Committee is responsible for ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management of the Single Outcome Agreement.</p> <p>The role of the Management Committee is to:</p> <ul style="list-style-type: none"> • Ensure delivery of the SOA through robust scrutiny, and performance management. • Report on performance to the public. • Develop policy across community planning partners that supports the delivery of the 	<p>Membership of the Management Committee is as follows:</p> <ul style="list-style-type: none"> • A representative from all bodies named in Scottish Government legislation as those required to work with each other in community planning. • The Outcome Leads for the overall outcome and 	<p>The Management Committee will select a chair and vice-chair from its membership to serve for a 2 year period.</p>	<p>The Management Committee will meet 4 times each year in March, June, September and December.</p>

	<p>Community Plan and Single Outcome Agreement.</p> <ul style="list-style-type: none"> • Ensure widespread engagement and empowerment of communities in community planning. • Respond to national policy developments at a strategic level. • Ensure partners are equipped to lead and work effectively in community planning. • Direct resources to enable effective delivery of the SOA. • Provide strategic direction to areas of reform to support delivery of the SOA. • Consider matters arising from area community planning, third sector and businesses, prevention activity and public sector reform. • Negotiate directly and collectively with the Scottish Government and other bodies on national policy and resource issues. 	<p>the six long term outcomes to deliver the Single Outcome Agreement.</p> <ul style="list-style-type: none"> • Members of the Community Planning team to support and minute the meeting. • Representative from Area Community Planning Groups. • Others as deemed necessary for delivery of specific areas of business. <p>Organisations can self-nominate, be invited to join or have a statutory obligation to participate.</p>		
Chief Officers Group	<p>The Chief Officers Group is responsible for supporting actions agreed by the Management Committee and for developing opportunities for continuous improvement.</p> <p>The role of the Chief Officers Group is to:</p> <ul style="list-style-type: none"> • Undertake detailed analysis of matters raised at Management Committee requiring this. • Look in detail at joint resourcing. • Ensure issues are being raised and actioned on behalf of the Management Committee of the CPP. <p>Ensure partners are working efficiently together.</p>	<p>Senior Officials operating at a strategic Chief Officer level within their organisations.</p> <p>Organisations can self-nominate, be invited to join or have a statutory obligation to participate.</p>	<p>The Chief Officer's Group will select a chair from its membership to serve for a 2 year period.</p>	<p>The Chief Officer's Group will normally meet 4 times per year in March, June, September and December at the conclusion of the Management Committee.</p>

The role of the Outcome Lead has been clarified in the Terms of Reference as: The Lead Officer responsible for providing the CPP with information on their designated outcome.

The role includes:

- Identifying the relevant partners to achieve the outcome.
- Ensuring appropriate partnership actions are in place in any delivery plan of the SOA to achieve the outcome.
- Providing performance information to the Management Committee as per the Community Planning Partnership’s agreed performance management framework.
- Liaising with identified short-term outcome leads and other relevant partners including the establishment of a structure to enable effective liaison between partners delivering the outcome where appropriate.

Appendix C contains the full Terms of Reference with details of the context and membership.

4.2 Structure and interaction with key areas for the CPP

There is also need for the CPP to interact and engage with:

- Public Reform agendas
- Key thematic areas of importance to Community Planning – engagement, third sector and businesses, equalities and prevention.
- Outcome Leads

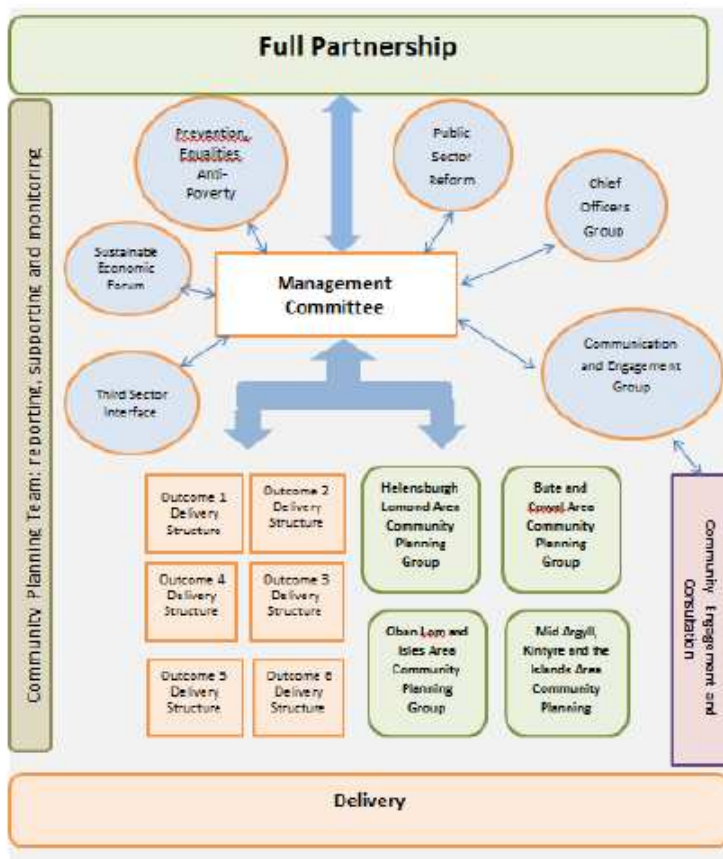
Table 2 below highlights how public reform and key thematic areas can engage and interact better with the CPP.

Table 2: linking public reform and key themes to the CPP

Issue to be linked to CPP	Specific issue	Means of interaction	Further action required
Public Reform	Health and Care Integration	Chief Officer member of the Management Committee.	To explore further means of integrating for decision making Chief Officers Group to look at detail of this.
	Community Justice	Update reports to each Management Committee meeting from Lead Officer.	Detailed scoping by the Chief Officers Group
Key Thematic Areas for CPPs.	Prevention, inequalities and	Highlights from key groups to	Establish links and mechanism

	anti-poverty	Management Committee: Community Safety Health and Wellbeing Forum Strategic Housing Forum Welfare Reform Working Group	
	Engagement	Appropriate forum provide updates to Management Committee on engagement and communication of CPP	No existing forum. To establish this from Communication Plan.
	Third Sector	Updates from Third Sector and Communities Group	
	Businesses	Updates from Economic Forum	

The structure for Community Planning has changed to reflect this and is proposed in the diagram below:



Communication

The changes proposed in this paper improve communication between all of the elements of the governance structure by:

- Ensuring all relevant partners are involved.
- Linking key thematic groups and areas of public sector reform.
- Including outcome leads in the structure and at the CPP Management Committee.

Further to this the Management Committee has also established a process whereby highlights from the MC and Area CPGs share highlights of their meetings with each other. This is an initial stage of better interaction between the area and strategic level.

5.0 Conclusions

The CPP Governance has been reviewed and improvements have been made to clarify roles of component parts of the structure and their membership. Any ongoing work is identified in Appendix A as this is in relation to performance management and development of communications plans and local SOA plans. Table 2 also identifies ongoing work to establish the links proposed with thematic groups. The changes will allow a stronger Argyll and Bute CPP able to communicate and interact with all relevant partners in the most appropriate way to fulfil requirements of a CPP and the agreed outcomes for Argyll and Bute.

6.0 Implications

Strategic Implications	This impacts across the whole of the SOA
Consultations	Chief Officers were presented with initial information at their meeting on 19 August, no further information has been taken to Chief Officers.
Resources	Interaction within the CPP will involve staff time to extract and write highlights from the relevant meetings and forums.
Prevention	Prevent is being addressed holistically through the identification and integration of those groups who currently meet to discuss prevention as per the table in the report.
Equalities	Equalities are being addressed holistically through the identification and integration of those groups who currently meet to discuss equalities as per the table in the report.

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Head of Community and Culture, Argyll and Bute Council

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References

Introduction to Governance Review, paper to Management Committee on 19 August 2014.

Appendices

Appendix A: Elements of CPP Governance review.
Appendix B: Development of agreed scope, role and responsibility of CPP structure.
Appendix C: Terms of Reference.

Appendix A: Elements of CPP Governance review.

<p>The communication channels between all of the elements of the governance structure.</p>	<p>As agreed at CPP Management Committee meeting on 19 August 2014 (see minutes of meeting) there will be a highlight report from the Management Committee to the Area Community Planning Groups to inform of key points discussed. There will also be key points from Area Community Planning Groups to the Management Committee to inform of the key discussion points from these.</p> <p>See recommendations within this paper for discussion points from other strategic component parts of the CPP being considered by the CPP Management Committee.</p>
<p>Transparency in decision making, prioritisation and budget scrutiny.</p>	<p>See recommendations in Performance Monitoring report to this Management Committee meeting and previous setting out recommendations to improve levels of scrutiny.</p> <p>Management Committee papers are publically available on website.</p>
<p>Performance management at a strategic and local level.</p>	<p>See recommendations in Performance Monitoring report to this Management Committee meeting and previous setting out recommendations to improve performance.</p> <p>See also recommendations in governance review of local area community planning reported to Management Committee on 19 August 2014 and on 31 October setting out development of local SOA plans and monitoring arrangements of these.</p>
<p>Localising of community planning.</p>	<p>Recommendations to improve localising of community planning is set out in papers on local area governance reported to Management Committee on 19 August 2014 and on 31 October setting out review of area community</p>

	<p>planning groups governance and development of local SOA plans and monitoring arrangements of these.</p>
<p>Opportunities for meaningful engagement, adding value and developing the delivery of the Single Outcome Agreement.</p>	<p>Improvements for this are ongoing and form the role of the relevant component parts of the CPP as set out in this paper and in the upcoming Communications Plan.</p>
<p>Scheduling of meetings.</p>	<p>A recommendation for a schedule of meetings which sits timeously with the availability of quarterly data is proposed in the Performance Monitoring paper to Management Committee on 31 October.</p>

Appendix B: Development of agreed scope, role and responsibility of CPP structure.

	Existing explanation of role and responsibility in SOA	Recommended Improved Text	Note of changes
Full Partnership	<p>Responsibility for the overall development of community planning in Argyll & Bute lies with the Full Partnership. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.</p> <p>The Full Partnership of the CPP will normally meet once each year to:</p> <ul style="list-style-type: none"> • Review the annual report for the previous year. • Review progress to date for the current year. • Set direction for the next year. 	<p>The Full Partnership is responsible for the overall development of the Community Plan and SOA in Argyll & Bute. It does this by delegating responsibility for individual aspects of community planning to Area Community Planning Groups, Management Committee and CPP Chief Officers Group.</p> <p>The Full Partnership of the CPP will normally meet once each year to:</p> <ul style="list-style-type: none"> • Review the annual report for the previous year. • Review progress to date for the current year. • Set direction for the next year. • Ensure responsibilities of Community Planning sit with the appropriate forum (Management Committee, Chief Officers Group and Area Community Planning Groups). 	<p>Addition of bullet point:</p> <ul style="list-style-type: none"> • Ensure responsibilities of Community Planning sit with the appropriate forum (Management Committee, Chief Officers Group and Area Community Planning Groups).
Management Committee	<p>Ensuring there is effective engagement, joint working, policy development, planning and prioritisation and performance management is a key role of Community. This is the main</p>	<p>The Management Committee is responsible for ensuring there is effective engagement, joint working, policy development, planning and</p>	<p>Omission of first two original bullet points as these are with the Full</p>

	<p>focus of the Management Committee.</p> <p>The role of the MC is to:</p> <ul style="list-style-type: none"> • Develop the Community Plan and Single Outcome Agreement • Set the overall direction for community planning partners in Argyll & Bute at a strategic level. • Performance management with an accountable lead identified for each SOA outcome to ensure delivery of the community plan/SOA at a strategic level. • Report performance to the public • Develop policy across community planning partners that support the delivery of the Community Plan and Single Outcome Agreement at a strategic level. • Engage with communities to understand their needs and requirements and also to inform and consult on issues relating to the CPP at a strategic level. • Respond/react/contribute to national policy developments at a strategic level. • Working effectively across community planning partners at a strategic level. 	<p>prioritisation and performance management of the Single Outcome Agreement.</p> <p>The role of the Management Committee is to:</p> <ul style="list-style-type: none"> • Ensure delivery of the SOA through robust scrutiny, and performance management. • Report on performance to the public. • Develop policy across community planning partners that supports the delivery of the Community Plan and Single Outcome Agreement. • Ensure widespread engagement and empowerment of communities in community planning. • Respond to national policy developments at a strategic level. • Ensure partners are equipped to lead and work effectively in community planning. • Direct resources to enable effective delivery of the SOA. • Provide strategic direction to areas of reform to support delivery of the SOA. • Consider matters arising from area community planning, third sector and businesses, prevention activity and public sector reform. 	<p>Partnership.</p> <p>Revision of all bullet points</p>
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		<ul style="list-style-type: none"> Negotiate directly and collectively with the Scottish Government and other bodies on national policy and resource issues. 	
Chief Officers Group	<p>The Chief Officers Group meets four times a year with the option to convene additional meetings as and when required.</p> <p>The role of the CPP COG is to:</p> <ul style="list-style-type: none"> Ensure issues are being raised and actioned on behalf of the Management Committee of the CPP Ensure partners are working efficiently together. 	<p>The Chief Officers Group meets four times a year with the option to convene additional meetings as and when required.</p> <p>The Chief Officers Group is responsible for supporting actions agreed by the Management Committee and for developing opportunities for continuous improvement.</p> <p>The role of the Chief Officers Group is to:</p> <ul style="list-style-type: none"> Undertake detailed analysis of matters raised at Management Committee requiring this. Look in detail at joint resourcing. Ensure issues are being raised and actioned on behalf of the Management Committee of the CPP Ensure partners are working efficiently together. 	<p>Clarity on the responsibility of the Chief Officers Group.</p> <p>Addition of two bullet points for the role.</p>

Appendix C Draft Terms of Reference



Argyll and Bute Community Planning Partnership

Terms of Reference

1. Objective

The overarching aim for Argyll and Bute's Community Planning Partnership is "*Argyll and Bute's economic success is built on a growing population.*"

The objectives of the partnership are to:

- Develop a clear and shared long term vision for Argyll and Bute that sets out joint priorities, performance indicators, and targets;
- Develop joint approaches to improving service delivery and the quality of life for the citizens of Argyll and Bute
- Ensure that partnership working in the area is co-ordinated and cohesive;
- Negotiate directly and collectively with the Scottish Government and other bodies on national policy and resource issues;
- Support the development of active and informed communities that can engage with and have an influence on the community planning process, and;
- Develop ways of working within the Community Planning Partnership that supports the values of openness, parity between partners and achieving progress through consensus

2. Context

The Local Government in Scotland Act 2003 provides the statutory basis for Community Planning. It requires local authorities to initiate and facilitate community planning, and NHS boards, enterprise networks, police, fire and rescue service and regional transport partnerships to participate. Other public, private and community bodies are invited to participate in community planning, including the voluntary sector, community groups, the college sector, businesses and business organisations.

The Community Empowerment (Scotland) Bill will add to those named as required to participate in community planning when it comes into effect, circa April 2015.

The Review of Community Planning and the subsequent Statement of Ambition set out Community Planning's role in the future of public services. "*Effective community planning arrangements will be at the core of public service reform. They will drive the pace of service integration, increase the focus on prevention and secure continuous improvement in public service delivery, in order to achieve better outcomes for communities.*" It is in this context that Community Planning Partnerships are expected to make transformational change over the next ten years, through the delivery of Single Outcome Agreements. Community Planning Partnerships and Single Outcome Agreements are at the centre of an outcomes based approach to improving public services in Scotland.

3. Activity

The CPP's activities are based on Argyll and Bute's Single Outcome Agreement (SOA) 2013-2023. This is set on six clear outcomes that will be delivered jointly over the next ten

years. The SOA is a partnership agreement between all community planning partners demonstrating a shared commitment to improving outcomes for our communities.

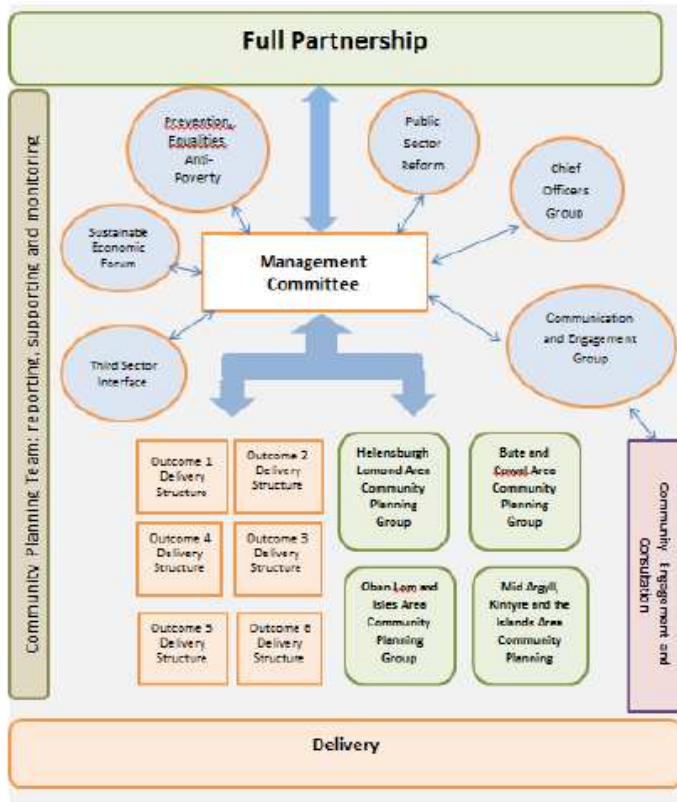
Argyll and Bute Community Planning Partnership will reach its aim of 'Argyll and Bute's economic success is built on a growing population' by focussing its activities on delivering the six outcomes set out in the SOA;

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

4. Membership and Structure

The Argyll and Bute Community Planning Partnership is a partnership of agencies and organisations from the public, voluntary, private and community sectors that have an interest in working together to reach the agreed overall outcome for Argyll and Bute: Argyll and Bute's economic success is built on a growing population.

The Community Planning structure is detailed below:



The key parts of the structure operate as follows:

Full Partnership

Purpose, role and remit

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

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

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

Membership and Criteria

Membership of the Full Partnership is as follows:

A representative of each organisation, partnership and groups taking an active part in partnership working for the delivery of the Single Outcome Agreement.

The organisation, partnership and group will therefore be named within the membership of the:

- Management Committee
- Chief Officers Group

- Area Community Planning Groups
- Single Outcome Agreement Delivery Plans

Organisations can self-nominate, be invited to join or have a statutory obligation to participate.

See attached appendix for organisations, partnerships and groups as at 2014/15.

Attendance

If a partner representative is not able to attend a meeting a suitable deputy should be nominated to attend.

Chair

The Full Partnership will be chaired by the Leader of Argyll and Bute Council. The Vice Chair will be the Depute Leader of Argyll and Bute Council. Where neither Chair or Vice Chair are present, the Full Partnership will select from the membership present someone to chair the meeting.

Quorum

The quorum for a meeting of the Full Partnership will be 5 representatives from separate organisations.

If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

If a quorum is not present, at the Chairperson's / Vice-Chairperson's discretion, the meeting shall proceed and any decisions taken will be homologated at the next meeting.

For purposes of the quorum, participation of partners by video-conferencing or telephone conference links will be considered as present.

Frequency of meetings

The Full Partnership will normally meet once per year to plan and review. Where business requires, further meetings can be called with agreement of the Chair subject to the required notice being given.

Issue of Papers

The agenda and papers for the Full Partnership will be issued 14 days prior to the start of the meeting. The Chair can agree to accept late papers.

The agenda and papers will be published on the Council's website as well as circulated electronically to all members of the Full Partnership.

Conduct of Meetings

Meetings of the Full Partnership will normally be held in public but the members of the Full Partnership can decide to hear and discuss any item of business in private session.

Members must declare any financial or non-financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute made available through the Council's website.

Accountability

The Full Partnership is an integral part of Community Planning in Argyll & Bute and is accountable to the following bodies:

- Argyll and Bute Council as the lead for Community Planning
- The Scottish Government as the legislator for Community Planning

Management Committee

Purpose, role and remit

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

The role of the Management Committee is to:

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

Membership and Criteria

Membership of the Management Committee is as follows:

- A representative from all bodies named in Scottish Government legislation as those required to work with each other in community planning.
- The Outcome Leads for the overall outcome and the six long term outcomes to deliver the Single Outcome Agreement.
- Members of the Community Planning team to support and minute the meeting.
- Representative from Area Community Planning Groups.
- Others as deemed necessary for delivery of specific areas of business.
- Organisations can self-nominate, be invited to join or have a statutory obligation to participate.

Therefore current membership comprises a representative from:

- Argyll and Bute Council
- Argyll College
- Health and Social Care Joint Integration Board
- Highlands and Islands Enterprise
- Police Scotland
- Scottish Enterprise
- Scottish Fire and Rescue Service
- Scottish Natural Heritage (SNH)

- Skills Development Scotland (SDS)
- Argyll Voluntary Action

Overall Outcome Lead(s): Council Leader, Council Depute Leader, CEO.

Outcome 1 Lead: Highlands and Islands Enterprise

Outcome 2 Lead: Councils Executive Director for Development and Infrastructure Services

Outcome 3 Lead: Council's Executive Director for Community Services

Outcome 4 Lead: CHP Lead Nurse

Outcome 5 Lead: NHS Highland Public Health Specialist

Outcome 6 Lead: Police Scotland Chief Superintendent for Argyll and Bute, Fire and Rescue Service Local Senior Officer for Argyll and Bute.

- Community Planning Manager and member of team
- Community and Culture Head of Service
- Area Community Planning Governance Representative

Attendance

If a partner representative is not able to attend a meeting a suitable deputy should be nominated to attend.

Chair

The Management Committee will select a chair and vice-chair from its membership to service for a 2 year period.

Nominations for the Chair and Vice Chair positions will be proposed and seconded by the Management Committee members. Each member will have one vote and a majority vote will determine the outcome of the election process.

Where neither Chair nor Vice Chair are present, the Full Partnership will select from the membership present someone to chair the meeting.

Quorum

The quorum for a meeting of the Full Partnership will be 5 representatives from separate organisations. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

If a quorum is not present, at the Chairperson's / Vice-Chairperson's discretion, the meeting shall proceed and any decisions taken will be homologated at the next meeting.

For purposes of the quorum, participation of partners by video-conferencing or telephone conference links will be considered as present.

Frequency of meetings

The Management Committee will meet 4 times each year in March, June, September and December. Where business requires, further meetings can be called with agreement of the Chair subject to the required notice being given.

Issue of Papers

The agenda and papers for the Management Committee will be issued 7 days prior to the start of the meeting. The Chair can agree to accept late papers.

The agenda and papers will be published on the Council's website as well as circulated electronically to all members of the Management Committee.

Conduct of Meetings

Meetings of the Management Committee will normally be held in public but the members of the Management Committee can decide to hear and discuss any item of business in private session.

Members must declare any financial or non-financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute made available through the Council's website.

Accountability

The Management Committee is an integral part of Community Planning in Argyll & Bute and is accountable to the following bodies:

- Full Community Planning Partnership

Chief Officer's Group

Purpose, role and remit

The Chief Officers Group is responsible for supporting actions agreed by the Management Committee and for developing opportunities for continuous improvement.

The role of the Chief Officers Group is to:

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

Membership and Criteria

Criteria: Senior Officials operating at a strategic Chief Officer level within their organisations.

Membership of the Chief Officer's Group comprises a senior representative from:

- Argyll and Bute Council
- Health and Social Care Joint Integration Board
- Highlands and Islands Enterprise
- Police Scotland
- Scottish Enterprise
- Scottish Fire and Rescue Service
- Skills Development Scotland (SDS)
- Argyll Voluntary Action

Organisations can self-nominate, be invited to join or have a statutory obligation to participate.

Attendance

If a partner representative is not able to attend a meeting a suitable deputy should be nominated to attend.

Chair

The Chief Officer's Group will select a chair from its membership to serve for a 2 year period.

Nominations for the Chair and Vice Chair positions will be proposed and seconded by the Chief Officers Group members. Each member will have one vote and a majority vote will determine the outcome of the election process.

Where neither Chair nor Vice Chair are present, the Full Partnership will select from the membership present someone to chair the meeting.

Quorum

The quorum for a meeting of the Chief Officer's Group will be 3. If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.

If a quorum is not present, at the Chairperson's / Vice-Chairperson's discretion, the meeting shall proceed and any decisions taken will be homologated at the next meeting.

For purposes of the quorum, participation of partners by video-conferencing or telephone conference links will be considered as present.

Frequency of meetings

The Chief Officer's Group will normally meet 4 times per year in March, June, September and December at the conclusion of the Management Committee. Where business requires, further meetings can be called with agreement of the Chair subject to the required notice being given.

Issue of Papers

The agenda and papers for the Chief Officer's Group will be issued 7 days prior to the start of the meeting. The Chair can agree to accept late papers.

Conduct of Meetings

Meetings of the Chief Officer's Group will normally be held in private.

Members must declare any financial or non-financial interests at the start of a meeting and take no part in the consideration of the relevant item.

All meetings will be minuted and a minute circulated to members of the Chief Officer's Group.

Accountability

The Chief Officers Group is an integral part of Community Planning in Argyll & Bute and is accountable to the following bodies:

- Full Community Planning Partnership via the Management Committee

In addition to the formal structure mentioned above, each outcome of the Single Outcome Agreement has an appointed Lead Officer who is responsible for providing the CPP with information on their designated outcome.

The role includes:

- Identifying the relevant partners to achieve the outcome.
- Ensuring appropriate partnership actions are in place in any delivery plan of the SOA to achieve the outcome.

- Providing performance information to the Management Committee as per the Community Planning Partnership's agreed performance management framework.
- Liaising with identified short-term outcome leads and other relevant partners including the establishment of a structure to enable effective liaison between partners delivering the outcome where appropriate.

5. Community Engagement

Argyll and Bute Community Planning Partnership is developing a Community Engagement Strategy to engage with our communities. All partnerships at all levels are responsible for ensuring that they conduct engagement activities in line with the National Standards for Community Engagement.

6. Planning and Performance Management Framework

High level aims within the Single Outcome Agreement have been translated into short term outcomes and agreed actions. Performance against the Single Outcome Agreement will be appraised by each partner monitoring the actions within an outcome to enable an effective overview of performance. The performance overview will be reported using performance scorecards compiled by the Council on behalf of the CPP.

- The Management Committee will scrutinise 2 outcomes at each meeting.
- The Chief Officer's Group will receive reports as required.
- The Area Community Planning Groups will monitor their local delivery plans from April 2015.
- The Full Partnership will review a full financial years' worth of data as part of the review of the Annual Report.

7. Finance and Resources

The Community Planning Partnership is not a corporate body and does not hold funds of its own. Members of the Community Planning Partnership are committed to identifying opportunities for the sharing of resources and assets and will work together on this.

8. Equalities and Sustainability

All actions of the Community Planning Partnership will contribute to tackling the significant inequalities in our society and will be subject to equality impact assessments where appropriate. These assessments will be made by the main partner responsible for delivery of an action.

The principles of sustainable development will guide the development and delivery of our projects and services. Sustainability assessments will be undertaken as appropriate.

Equality and Sustainability Impact assessments will be reviewed as required by the appropriate Community Planning Partnership group.

9. **Single Outcome Agreement**

This is an agreement amongst the members of the Community Planning Partnership to work together to achieve common goals for the people of Argyll and Bute. It is not a legally binding contract and so nothing in its operation will give rise to legally binding rights and obligations amongst the parties.

Membership of the Full Partnership

Representative from:

Statutory

Argyll and Bute Council

Argyll College

Health and Social Care Joint Integration Board

Highlands and Islands Enterprise

Loch Lomond and the Trossachs National Park

NHS Highland (AB CHP)

Police Scotland

Scottish Enterprise

Scottish Fire and Rescue Service

Scottish Natural Heritage

SEPA

Skills Development Scotland

SportsScotland

Strathclyde Partnership for Transport (SPT)

The Highlands and Islands Transport Partnership (HITRANS)

Visit Scotland

Community Bodies

Argyll and Bute Social Enterprise network (ABSEN)

Argyll Voluntary Action

Islay and Jura CVS

Association of Argyll and Bute Community Councils

Thematic Links/ Groups*

Strategic Housing Forum

Health and Wellbeing Network

Third Sector and Communities Group

Welfare Reform Working Group

Community Safety Forum

Other

Department of Work and Pensions (DWP)

Scottish Land and Estates

Job Centre Plus

Fyne Homes

ACHA

West Highland HA

Dunbritton HA

Scottish Government's Rural Payments and Inspections Directorate (SGRPID)

Crofters Commission

Forestry Commission

CALMAC

CMAL

Scottish Water

M.O.D.

Bòrd na Gàidhlig

Scottish Ambulance Service

(National) Development Trust Association

Management Committee

Date: 31st October 2014
Agenda Item: 7b.



Area level CPP arrangements

1.0 Purpose

The purpose of the report is to present the proposed Area Community Planning Group's Terms of Reference for consideration and adoption as part of the general review of the administrative structure which supports community planning within Argyll & Bute.

2.0 Recommendations

2.1 The Management Committee is requested to consider the revised Area Community Planning Group's Terms Reference and agree that the proposed Terms of Reference can be adopted.

3.0 Background

3.1 A review of the Area Community Planning Group's Terms Reference was undertaken in July 14.

3.2 A draft copy of the revised Terms of Reference was presented to the Management Committee meeting on the 19th of August where it was agreed that the draft should be presented to the September 14 Area Community Planning Groups for consideration

4.0 Proposals

4.1 The draft Terms of Reference were discussed by all four Area Community Planning Groups during the September round of meetings. Members were also asked to submit any additional comments for consideration by the 30th of September 2014

4.2 A revised draft Terms of Reference (version 1.6), which incorporates comments received, has been attached for consideration. Your attention is drawn in particular to the following amendments:

a) Remit – bullet point 4 now reads

‘Consider regular performance monitoring reports and provide information to the Argyll & Bute Community Planning Partnership Management Committee by submitting written reports. A nominated member may also attend a Management Committee meeting with prior agreement from the chair to provide additional information should a specific issue of concern to the group be scheduled as an agenda item ‘

b) Meetings – an additional bullet point has been added and reads as follows:

‘Nominations for the Chair and Vice Chair positions will be proposed and seconded by [insert name] Area Community Planning Group members. Each member will have one vote and a simple majority vote will determine the outcome of the election process.

c) A new section detailing the Winding Up process has been included and reads as follows:

The [insert name] Area Community Planning Group is a sub group of the Argyll and Bute Community Planning Partnership.

- If the Argyll & Bute Community Partnership is dissolved, the [insert name] Area Community Planning Group will cease to exist by default
- If a review of Argyll and Bute Community Planning Partnership delivery structure should recommend that Area Community Planning Groups be dissolved to facilitate a new delivery structure, the decision whether or not to wind up the group will be made by the Argyll & Bute Community Planning Partnership following consultation with the Area Community Planning Groups and Argyll & Bute Council as lead partner for community planning within the area.
- Area Community Planning Group members may initiate a proposed wind up of the group by submitting a report outlining the reasons why it was felt the group was no longer required to the Management Committee in the first instance. The decision whether or not to wind up the group will be made by the Argyll & Bute Community Planning Partnership following consultation with the Area Community Planning Groups and Argyll & Bute Council as lead partner for community planning within the area

5.0 Conclusions

5.1 Following review by the Area Community Planning Groups the draft Terms of Reference have has been strengthened further. A revised document has been

prepared for consideration and agreement that the draft Terms of Reference may be adopted.

6.0 Implications

Strategic Implications	The report relates to the review of community planning at a local level which must be completed by the 31 st of October 2014 to comply with Audit Scotland recommendations
Consultations	Area Community Planning Group members were consulted and had input into the draft Terms of Reference document
Resources	n/a.
Prevention	Facilitates effective working of community planning at an area level
Equalities	Facilitates effective working of community planning at an area level

Name of outcome lead

Donald MacVicar, Head of Community and Culture

Tel 01546 604364

For more information contact:

Name of lead officer: Shirley MacLeod, Area Governance Manager

Telephone number: 01369 707134

References

Enter N/A if no references are required

Appendices

Area Community Planning Group Terms of Reference Version 1.6

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Management Committee

Date: 31 October 2014
Agenda Item: 8b



Governance Review Area Level CPP Arrangements

Argyll and Bute Community Planning Partnership

Terms of Reference: [insert name] Area Community Planning Group

The [insert name] Area Community Planning Group is a sub group of the Argyll and Bute Community Planning Partnership

It is an unincorporated partnership of agencies and organisations with membership drawn from the public sector, third sector, private sector, community organisations and partnerships that have an interest in [insert name]

Purpose

Argyll & Bute is a large and diverse area. Communities inevitably have different issues even within the overall umbrella of a community plan for the whole area.

Area Community Planning Groups are the vehicle to ensure that there is effective community planning delivery at a local level by:

- Acting on behalf of the Full Community Planning Partnership via the Management Committee to oversee the implementation of Localised Delivery Plans which contribute to the delivery of the Single Outcome Agreement /Community Plan
- Acting on behalf of the community to ensure that local concerns and priorities are highlighted to the Full Community Planning Partnership via the Management Committee.

Role

The role of the [insert name] Area Community Planning Group is to:

- Oversee the implementation of the Localised Delivery Plan for [insert area name]
- Encourage effective working across community planning partners at an area level
- Act as a conduit to ensure that local priorities are met and local issues addressed

Remit

The [insert name] Area Community Planning Group has the authority to:

- contribute to the development of a Localised Delivery Plan for [insert name]
- monitor progress of the Localised Delivery Plan with regard to the agreed outcomes on what is being done within [insert name]

- provide the scrutiny role for the Full Community Planning Partnership within [insert area name]
- consider regular performance monitoring reports and provide information to the Argyll & Bute Community Planning Partnership Management Committee by submitting written reports . A nominated member may also attend a meeting with prior agreement from the chair to provide additional information should a specific issue of concern to the group be scheduled as an agenda item
- form short term working groups to undertake defined pieces of work as required by the group
- engage with communities within [insert area name] to understand their needs and requirements
- inform and consult on issues relating to Community Planning at an area level
- contribute to an annual report on progress on the agreed outcomes

Short Term Working Groups

Short Term Working Groups initiated by the [insert name] area Community Planning Group must:

- be approved at a meeting of the [insert name] Area Community Planning Group and its purpose recorded in the minute of the meeting
- have a named member of the [insert name] area Community Planning Group acting as lead officer for the group
- have a list of members of the group agreed at inception
- have a clear objective agreed at inception
- have a clear remit agreed at inception
- have a clear output agreed at inception
- have a clear start and end date agreed at inception
- have an appropriate source of administrative support identified and agreed at inception
- have an appropriate funding package identified at inception where relevant and a named member of the short term working group undertaking financial responsibility for the initiative
- provide regular reports of activity and progress to the [insert name] area Community Planning Group
- any changes to the above must be approved by the [insert name] Area Community Planning Group and recorded in the minute of the meeting

EQUAL OPPORTUNITIES

The [insert name] Area Community Planning Group will seek to ensure that promotion of equal opportunities is central to its on-going activities

Criteria for Membership

- Membership is drawn from public sector, third sector, private sector, community organisations and partnerships operating within the [insert area name] area.
- Membership is open to all organisations public sector, third sector, private sector, community organisations and partnerships operating within the [insert area name] area

with an interest in at least one of the six outcome areas of activity identified in Argyll and Bute Community Planning Partnership's Single Outcome Agreement (SOA).

- Organisations can self-nominate, be invited to join or have a statutory obligation to participate.
- In order to ensure democratic accountability, the Chair and Vice Chair from the Argyll & Bute Council [insert area name] Area Committee and one other Elected Member from an Argyll & Bute Council [insert area name] Area Committee Ward not already represented by the Chair or Vice Chair will sit as members of the group.
- In order to ensure democratic accountability, community councils situated within the [insert area name] area will sit as a member of the group. Subject to local needs, this may be individual community councils, or by way of a caucus arrangement agreed by the community councils situated within the (insert area name) area, or alternatively one community council representing all of the community councils on a rotational basis. The community council undertaking this role will be nominated by the other community councils within the area on an annual basis or more frequently if agreed locally.
- In order to comply with legislation which governs community planning in Scotland, some organisations have a statutory obligation to participate in community planning. The organisation will nominate the most appropriate person within their organisation to sit as a member of the group.
- In order to reflect the needs of the community and range of activities covered by the Localised Delivery Plan, other organisations and partnerships operating within the local area are also able to sit as members of the group.
- In order to obtain a balanced representation of the above and to ensure a community focussed approach, a ratio of no more than 50% public sector membership should be maintained throughout the lifetime of the group.
- The representatives ought to be able to speak on behalf of their organisation and where appropriate commit funding and other resources to local partnership activity.
- Membership should reflect the needs of the community and can therefore change subject to approval by a simple majority vote of the other members of the group.

Role of Members

[Insert name] Area Community Planning Group members have the following responsibilities:

- To attend the scheduled [insert name] Area Community Planning Group meetings.
- Consistency in attendance by members is necessary to build momentum and progress the activities of the group. Members will be encouraged to appoint substitutes to attend meetings on their behalf if they are unable to attend.

- To communicate information relating to the [insert name] Area Community Planning Group with other members and officers within their own organisation and other organisations operating within the area of activity they represent.
- To communicate information relating to their organisations area of activity to other members of the [insert name] Area Community Planning Group at meetings.
- To raise community planning related issues (that is issues related to Argyll and Bute Community Planning Partnership's SOA) on behalf of the community at [insert name] Area Community Planning Group meetings.
- To contribute to the development, on-going monitoring and review of the [insert name] SOA Local Plan.
- To participate in short term working groups as required.

Meetings

Chair

- The Chair and Vice Chair of the [insert name] Area Community Planning Group will be elected by the members of the group and will be appointed for a period of two years.
- Nominations for the Chair and Vice Chair positions will be proposed and seconded by [insert name] Area Community Planning Group members. Each member will have one vote and a simple majority vote will determine the outcome of the election process.
- The elected Chair, or in their absence, the Vice-Chair shall preside over the meeting. If both are absent, partners will choose a member from the floor to preside.
- Members should respect the authority of the Chair who will decide matters of order, competency, relevancy and urgency.

Quorum

- The quorum for a meeting will be 5.
- If a quorum is not present within 10 minutes of the scheduled start of a meeting or if at any point after a meeting has commenced attendance falls below the quorum the meeting will be declared inquorate.
- If a quorum is not present, at the Chairperson's / Vice-Chairperson's discretion, the meeting shall proceed and any decisions taken will be homologated at the next meeting.
- For purposes of the quorum, participation of partners by video-conferencing or telephone conference links will be considered as present.

Frequency of Meetings

- The Area Community Planning Groups of the CPP will normally meet once each quarter (4 times each year).
- These meetings will normally be in March, June, September and December.
- Where business requires, further meetings can be called with agreement of the Chair subject to the required notice being given.

Conduct of Meetings

- Meetings of the [insert name] Area Community Planning Group will be held in public.
- Observers can only participate in discussion with the agreement of Chair.
- Members must declare any conflict of interests at the start of a meeting and take no part in the consideration of the relevant item.
- Observers wishing to participate in discussion must declare any interest in the subject under discussion.

- All meetings will be minuted and a minute made available through the Council's website and available from a link through the community planning partnership website.
- Meetings of the Area Community Planning Groups will be conducted in accordance with the lead partner's (Argyll & Bute Council) standing orders for meetings subject to any necessary changes as set out above (mutatis mutandis).

Decision making

- All members of the group have equal status
- Each member has one vote
- The Chair retains the casting vote
- All decisions must be clearly minuted with a brief summary of the discussion and reason for decision recorded as well as the outcome
- The minutes should clearly record who or whatever organisation is responsible for action
- Observers and persons attending the meeting in an advisory capacity may provide information but are not part of the decision making process and are not able to participate in a vote

Accountability

The [insert name] Area Community Planning Group is an integral part of Community Planning in Argyll & Bute and is accountable to the following bodies:

- Full Community Planning Partnership via the Management Committee
- Community within its local area
- Argyll & Bute Council as lead partner of Community Planning.

Support

The [insert name] Area Community Planning Group will be supported by:

- A Lead Officer, Argyll and Bute Council Community Governance Manager, to facilitate and promote the smooth operation of the group and work closely with group members to ensure a supportive structure, which responds to the needs of the members in addressing issues.
- Administrative support, organising meetings, taking minutes and associated administrative support will be provided by Argyll and Bute Council, Governance & Law.
- A Local Community Development Officer will have a key role, working in partnership with organisations in the support of community groups, organisations and individuals, particularly those who do not traditionally engage in community issues, to participate in local community planning.

Issue of Papers

- The agenda and papers for the [insert name] Area Community Planning Group will normally be issued 14 days prior to the date of the meeting.
- The Chair can agree to accept late papers.
- The draft Agenda detail will normally be circulated four weeks in advance to allow members to propose items for inclusion
- The agenda and papers will be published on the Argyll & Bute Community Planning Partnership website, the Argyll & Bute Council website and available from a link through the community planning partnership website.

Communications

The [insert name] Area Community Planning Group is an integral part of Community Planning in Argyll & Bute and will follow the guidance set out for Area Community Planning Groups within Argyll & Bute Community Planning Partnership's Communication Strategy.

Winding Up

The [insert name] Area Community Planning Group is a sub group of the Argyll and Bute Community Planning Partnership.

- If the Argyll & Bute Community Partnership is dissolved, the [insert name] Area Community Planning Group will cease to exist by default
- If a review of Argyll and Bute Community Planning Partnership delivery structure should recommend that Area Community Planning Groups should be dissolved to facilitate a new delivery structure, the decision whether or not to wind up the group will be made by the Argyll & Bute Community Planning Partnership following consultation with the Area Community Planning Groups and Argyll & Bute Council as lead partner for community planning within the area.
- Area Community Planning Group members may initiate a proposed wind up of the group by submitting a report outlining the reasons why it was felt the group was no longer required to the Management Committee in the first instance. The decision whether or not to wind up the group will be made by the Argyll & Bute Community Planning Partnership following consultation with Argyll & Bute Council as lead partner for community planning within the area

Approved and adopted at the [insert name] Area Community Planning Group meeting held on [insert date]

Management Committee**Date: 31 October 2014****Agenda Item: 8**

Community Empowerment (Scotland) Bill

1.0 Purpose

This paper provides an update on the Bill and the potential implications for community planning partners to help the CPP Management Committee consider any future course of action.

2.0 Recommendations

- Note the content
- Discuss and agree further action which may include:
 - Further updates
 - Issues taken to other strategic groups or individual organisation boards.
 - Further investigation of ways to best approach the right to participate in particular through liaising with other areas which have started looking at this in detail to improve consistency.

3.0 Background

In August 2014 the CPP team circulated a published easy read version of the Community Empowerment (Scotland) Bill to CPP Management Committee members and to Area Community Planning Groups via the council's Governance service.

In summary this version makes clear:

- The Bill is a plan for empowering all people in Scotland to get involved and help to make important decisions.
- Communities can be groups of people in the same local area or groups of people with a common interest.
- Communities should have help to do things for themselves if they need help. This could be for things like taking over a building for people to meet and socialise or helping people learn new skills.
- People who shape and run public services should ask local people what services they need and how these should be delivered.

The Laws proposed in the Bill are to make it easier for communities to get help and support to do things for themselves and to have a say about public services. The proposals include:

- Right to request - If community organisations think they can help to improve services they will be able to contact the service provider and make suggestions. This can include taking over the service and providing the service.
- Community Right to Buy - A change of law to allow community organisations to buy land that may not be put to good use or buildings that may be run down even if the owner does not want to sell their land.
- Community organisations can ask to take control of publically owned buildings or land not being used by public bodies.
- Councils must make their list of common good property clear to everyone and fully consult before they make changes to the use.

4.0 Points to consider from the Bill

As part of the process of the Bill going through Parliament, the Parliamentary Committee is currently taking evidence on the Bill. Points made following consideration of the Bill at a recent meeting of the Community Planning Managers network are included below.

Recognised benefits

- Puts involvement of more partners on a statutory footing.
- Opportunity to work at a more local level with empowered community organisations.

Potential issues for partners to consider

- The public service provider must talk to the community organisation, community company or community group registered as a Scottish Charitable Incorporated Organisation (SCIO) about their ideas for changing the service. Therefore a process to manage approach and response would be beneficial.
- If the public service provider does not agree to talk to the community organisation they must explain why.
- The decision making process will have to be clear and accountable in evidencing how the community organisations plan is better for local people than the plan of the public sector body.
- A risk to consider from the outset is the question of who meets the cost of bringing community run facilities back into fitness if the community groups no longer need them.
- May need to introduce terminology of Local Improvement Plan to replace Single Outcome Agreement to reflect the terminology used in the Bill.

- There are potential significant resources required to deliver the level of power to communities set out in the Bill.

Identifying potential way forward

It may make sense to have a process to facilitate right to participate requests that is similar across partners and CPP areas where possible to limit confusion to people and communities approaching through this route, similar to FOI.

At the Community Planning Managers network meeting on 3 October it was noted that at least three councils/ CPPs are looking in some detail at the process of how they would manage enquires from community organisations to deliver services. It would be useful to speak to those CPPs and identify good practice so as to create a consistent approach if considered best locally.

5.0 Conclusions

It is important for all public sector bodies to consider the implications of the Bill. The Community Planning Team would be interested to know from the CPP if there are any other national group of professionals looking at this to inform local responses? Or if the issues raised in this paper are being looked at in forums of other CPP partners?

The CPP Management Committee should agree the best way forward for keeping up to date with the Bill and to be best prepared for it.

6.0 Implications

Strategic Implications	Relates to delivery of all outcomes
Consultations, Previous considerations	CPP partners may have responded individually to the consultation on the Bill. The points noted in the report are from the Community Planning Managers Network meeting on 3 October 2014.
Resources	There are potential resource implications from the right within the Bill for community organisations to contacts public sector bodies with proposals to better manage service delivery. There is the potential for public sector bodies to work together on an agreed approach to handling such requests.
Prevention	N/A
Equalities	The Community Empowerment (Scotland) Bill has been subject to an equalities impact assessment.

Donald MacVicar, Head of Communities and Culture
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References

Community Empowerment (Scotland) Bill easy read version:
<http://www.scotland.gov.uk/Resource/0045/00457535.pdf>

Appendices

N/A

Management Committee**Date: 31st October 2014**
Agenda Item: 9

Proposed Development Day for CPP Management Committee members**1.0 Purpose**

The Community Planning Partnership Chief Officer's Group at their meeting on the 19th August 2014 requested that a draft agenda be presented to the Management Committee on a proposed development day for the CPP. This report outlines the themes and content of what a development day for CPP Management Committee members could look like.

2.0 Recommendations

1. To discuss and agree:
 - a. Agenda content
 - b. Venue
 - c. Date
 - d. Input from external organisations

3.0 Background

The subject of a development day was raised at the last Management Committee meeting under AOCB. This was then further discussed at the CPP's Chief Officer's Group meeting also held on the 19th August 2014.

The Management Committee previously heard that other Committees within the Council have held Development Days looking at strategic issues and that this could be beneficial for the CPP focussing on community planning matters.

4.0 Proposals

It is proposed that the Community Planning Partnership development day covers the following areas:

- Joint Resourcing and Prevention
- Leadership and Team Building of the CPP
- Performance
- SOA at the local level
- Community Empowerment Bill (role and leadership).

- Communication

These topics are integral to the development of a strong partnership. The Improvement Service is currently developing a toolkit for joint resourcing and induction materials for Board members. It is proposed that these are introduced by the Improvement Service on the Development Day.

A sample agenda is proposed below:

Time allocation	Subject and key points	Format/ Lead
10.30 - 12.30 (with tea/ coffee at discussion breaks) Joint Resourcing and Prevention	A different approach to joint resourcing based on Improvement Service case studies. How to ensure this happens pro-actively with due care of prevention.	Plenary Group discussion Plenary Run by Improvement Service
12.30 – 13.15	Lunch	
13.15- 14.00 Performance and Plans – SOA Local and Annual Report	An update on the two-year localised SOA plans which are due to go-live from April 2015. Input to Annual Report and comments on scorecard design and what is and isn't working in terms of performance and scrutiny.	CPP Team
14.00 – 16.00 Leadership and Team building activity.	Leadership activity linking to issues of trust, comfort zones and communication. Importantly this is a team building activity for the CPP Management Committee.	Potentially run by Fire Service
16.00 – 17.30 Tea/ Coffee and discussion: Leadership	What does leadership look like for the CPP Where are the gaps/ what improvements are needed	Plenary run by Improvement Service Based on Improvement Service Induction materials for CPP Board members. A survey may be carried out with Board members prior to the day.

5.0 Conclusions

The Chief Officer's Group requested that a draft agenda for a development day be brought to the October meeting of the Management Committee for consideration.

The Community Planning team believe that the above topics will provide an interesting and meaningful day which will ultimately strengthen Community Planning in Argyll and Bute. Comments are welcomed and CPP Management Committee members are asked to agree that the date for the Development Day be in February 2015.

A possible venue is Oban Fire Station. Suggestions for other locations are welcome.

6.0 Implications

Strategic Implications	All outcomes of the SOA will benefit from a stronger Management Committee
Consultations, Previous considerations	Concept considered at CPP Chief Officers Meeting – 19 August.
Resources	The Community Planning Team will provide the resources for the day with other partners as identified in the paper.
Prevention	A proactive partnership approach is encouraged from this.
Equalities	The day is open to all Management Committee members

Donald MacVicar, Head of Community and Culture

Rona Gold, Community Planning Manager, 01436 658862

References

N/A

Appendices

N/A

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Argyll and Bute Community Planning Partnership



Community Planning
Management Committee

31 October 2014

COMMUNICATION PRIORITIES

1 SUMMARY

- 1.1 In order to establish a communications strategy that supports the aims of the Community Planning Partnership, views have been sought from representatives of the Management Committee on communication priorities and on opportunities for conveying information to different audiences.
- 1.2 Together the opinions expressed gave rise to this overall proposal:
 - communication focuses on communicating the fact that a prosperous future for Argyll and Bute relies on everyone involved in the life of Argyll and Bute playing a part
 - an overall message of 'get involved' would support various partnership initiatives which depend on partnership working; it would also answer the question, 'what does CPP mean for me?'
 - highlighting the work of the CPP Management Committee would be used to promote the SOA aims and also to demonstrate partnership in action
 - As part of partnership in action, two way communication between the CPP Management Committee and target audiences would be encouraged in order to inform and support on-going communication actions.
- 1.3 Subject to the Management Committee's approval, details behind the proposal above, such as how to get involved or who to target with information, would be developed as part of the draft communications strategy to be presented to the Committee in March 2015.

2 RECOMMENDATION

- It is recommended that the Community Planning Management Committee:
- 2.1 Gives views on and approves the proposals for communication set out in 3.9-3.14
 - 2.2 Notes for any comment and additions the initial list of opportunities for distribution set out in Appendix 1.

3 DETAIL

- 3.1 Views have been collated from Argyll and Bute Council, NHS, Argyll Voluntary

Action, and Scottish Fire and Rescue Service.

- 3.2 The points that give rise to the proposal for communication are listed below in 3.3-3.8
- 3.3 Given the scope and scale of community planning work, 'keep it simple' was a theme identified by all partners for communication.
- 3.4 Given how many demands there are on everyone's attention, answering the question 'what does community planning mean for *me*?' was identified as another priority in ensuring that communication makes a difference.
- 3.5 As evidenced by the membership of the Community Planning Management Committee, achieving the aims of the SOA requires all those with a role in the life of Argyll and Bute to work together. Working together is a feature of initiatives across the community planning partnership, from service integration to consultation exercises with the public.
- 3.6 The work of the Management Committee provides a demonstration of partnership in action by showing key agencies in Argyll and Bute working together for Argyll and Bute.
- 3.7 The Committee has the capacity to reach a considerable number of people and audiences if we share distribution channels. Appendix 1 provides an initial list of opportunities. To make communication work as effectively as possible, it would require all CPP Partners to commit to supporting the communication process. As one example of how much can be achieved through shared and co-ordinated communication, Police Scotland and Argyll and Bute Council worked together on promoting the Queen's Baton Relay visit on 13 July, with the result that through social media information about the event and the area reached approximately 475,000 people through Facebook and 625,000 through Twitter.
- 3.8 In line with working together, as well as information coming from the CPP Management Committee to communities, feedback from communities to the Management Committee would be encouraged to inform and support on-going communication. For example if the Chair of NHS Highland's seven local health and wellbeing networks cascaded information from the Committee, feedback to the Committee would be invited through the Chair.

PROPOSALS FOR COMMUNITY PLANNING COMMUNICATION

- 3.9 Communication focuses on raising awareness of the fact that a prosperous future for Argyll and Bute relies on everyone involved in the life of Argyll and Bute playing a part.

- 3.10 This would be achieved in part by highlighting the work of the Community Planning Management Committee, and in part by Committee partners promoting a shared 'get involved' message where appropriate in their communication.
- 3.11 The purpose behind this overall message would be to answer the question, 'what does CPP mean for me?', to support various partnership initiatives which depend on partnership working, and to motivate the resources we have in the people in our communities.
- 3.12 Encouraging people to get involved could be about for example urging responses to consultation exercises, or encouraging communities to be proud of Argyll and Bute and be ambassadors for the area.
- 3.13 The work of the Management Committee would be communicated by agreeing, at the conclusion of a meeting, three (or more) agenda items for promotion. These would be agreed at least by the Chair and Communications representative(s), and co-ordinated/progressed by the Council's Communications Manager. Distribution of information would be supported by partner agencies' Communications Teams.
- 3.14 Promoting the work of the Management Committee would highlight the shared objectives of the SOA, and also demonstrate working together in action.
- 3.15 The developed communications strategy would include examples of 'get involved/back Argyll and Bute' key messages for promotion by all partners as appropriate to different audiences; processes where required for working together on communication actions; and detail of how communication will support engagement activities of the Partnership.
- 3.16 The communications strategy would be developed through further conversations between the Council's Communications Manager and CPP Management Partners.

4 CONCLUSION

- 4.1 The approach to communication proposed would give communities a simple, clear message, would promote the aims of the SOA and would highlight the work of the Community Planning Management Committee.
- 4.2 If approved, the proposal will be used to develop a communications strategy for consideration by the Community Planning Management Committee in March 2015 and subject to approval for implementation by all partners.

Donald MacVicar, Head of Community and Culture

For further information please contact:

Jane Jarvie

Communications Manager, Tel: 01546 604 323

Appendix 1: Community Planning Management Committee – communication channels

The table below provides a snapshot of the opportunities available to the CPP Management Committee to reach communities.

Channel	Agency	Reach (approx.)
Social media - Twitter	Argyll and Bute Council (ABC)	7,000
	Police Scotland	56,300
	Scottish Fire and Rescue	15,400
	NHS Highland	4,500
	HIE	4,300
	Argyll College	600
Social media – Facebook	ABC	4,000
	Police Scotland	143,468
	HIE	1,500
	Argyll College	7,300
	Scottish Fire and Rescue	12,300
Internal staff communication	ABC	4,500
	NHS Highland (in Argyll and Bute)	1,600
Community networks	Argyll Voluntary Action	2,000

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