



29 June 2023

NOTICE OF MEETING

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP - MANAGEMENT COMMITTEE** will be held in the **ONLINE VIA MS TEAMS** on **THURSDAY, 22 JUNE 2023 at 10:00 AM**, which you are requested to attend.

BUSINESS

1. **WELCOME AND APOLOGIES (CHAIR)**
2. **APPROVAL OF LAST MINUTES AND REVIEW OF ACTIONS (JOHN MCLUCKIE)**
(Pages 3 - 14)
3. **AREA COMMUNITY PLANNING GROUP UPDATE (SHONA BARTON)** (Pages 15 - 24)
4. **CROSS CUTTING THEMES**
 - (a) Climate Change (Stan Philips) (Pages 25 - 30)
 - (b) Financial Inclusion (Fergus Walker) (Pages 31 - 34)
 - (c) Community Wealth Building (Takki Sulaiman and Morag Goodfellow) (Pages 35 - 90)
 - (d) Digital Communities (Iain MacInnes and Alex Edmonstone) (Pages 91 - 96)
 - (e) Building Back Better (Kirsty Moyes) (Pages 97 - 130)
5. **DEVELOPMENT OF NEW OUTCOME IMPROVEMENT PLAN (JOHN MCLUCKIE)**
6. **UPDATE ON WIDER PARTNERSHIP WORK**
 - (a) Children and Young People's Service Plan 2023-26 (David Gibson and John McLuckie) (Pages 131 - 188)
 - (b) VisitScotland - Update on 3 Year Action Plan, Scotland Outlook 2030 and Principles of NSET (David Adams-McGillp) (Pages 189 - 208)
 - (c) Partnership Approach to Water Safety (PAWS) Group (John McLuckie)

(Pages 209 - 210)

(d) National Community Planning Network and Knowledge Hub

7. AOCB

(a) Child Poverty (John McLuckie)

(b) Review of National Outcomes - Call for Evidence (John McLuckie) (Pages 211 - 214)

8. DATE OF NEXT MEETING

Thursday 7th September 2023

9. CLOSE

**Minutes of the
Argyll and Bute Community Planning Partnership Management Committee
held via MS Teams on Wednesday 23th March 2023 at 1000**

Present:	
Joe McKay, Scottish Fire and Rescue Service (Chair)	Pippa Milne, Argyll and Bute Council (ABC)
Rona Gold, ABC	Takki Sulaiman, Argyll and Bute TSI
Cllr Robin Currie, Leader of Council	Fiona Davies, HSCP
Chief Superintendent Lynn Ratcliff, Police Scotland	Ryan MacIntyre, Member of the Scottish Youth Parliament (MSYP)
Shona Barton, ABC	Anthony Standing, SDS
Ann Kennovin, LiveArgyll	Iain MacInnes, ABC
Kirsty Moyes, ABC	Mandy Sheridan, HSCP
Samantha Campbell, NHS Highland	John McLuckie, ABC
Lucy Dunbar, ABC	Chris Carr, ABC
Alex Edmonstone, LiveArgyll	Rachel McGruer, Scottish Government
Ranald Robertson, HITRANS	Alex Wilde, Improvement Service
Graham Bell, NHS Highland Board	Morag Goodfellow, Highland and Island Enterprise (HIE)
Kirsty Flanagan, ABC	Nicola Reaney, ABC (Secretary)
Apologies	
Stan Philips, NatureScot	Fergus Murray, Argyll and Bute Council
Fergus Walker, Argyll and Bute Council	David Gibson, HSCP

1. WELCOME AND APOLOGIES (CHAIR)

Joe welcomed everyone to the meeting and apologies were noted as above.

2. APPROVAL OF LAST MINUTES AND REVIEW OF ACTIONS (RONA GOLD)

The December minutes were approved as an accurate recording of the previous meeting. No amendments or comments were received. Cllr Currie queried the lack of public attendance at these meetings, in particular of Area Community Planning Group (ACPG) Chairs. Rona stated that pre agenda meeting are held which chairs of ACPGs are invited to and do attend. It was noted to look at and support attendance.

From the action log, the majority of outstanding or in progress actions were marked as complete and Rona gave thanks to the partners for their work on these. Some points to note were:

- Although marked as complete, partners are still welcome to forward guidance on successes they have had with producing graphic plans that meet accessibility needs; such as Plan on a Page.
- Partners are assumed to have signposted to relevant information on Warm Spaces but if any more guidance is needed on this please contact cppadmin@argyll-bute.gov.uk.

- Iain MacInnes advised regarding the mast resilience for Carradale within the Digital section of these minutes.
- Shona confirmed that Ian Brodie has been advised that out of 56 possible community councils in the area, 54 have now been formed.

3. MATTERS ARISING FROM AREA COMMUNITY PLANNING GROUPS (SHONA BARTON)

Meetings were held across all four areas in February. The function is now in place to facilitate hybrid meetings and this was used for the Helensburgh & Lomond (HL) and Mid Argyll, Kintyre and the Islands (MAKI) groups with positive feedback.

All meetings considered an annual review of the terms of reference and membership. Appointments included Councillor John Armour re-appointed as Vice Chair in MAKI, Reeni Kennedy-Boyle appointed Vice Chair in Bute and Cowal (BC) and Kevin Champion was re-appointed Chair for Oban, Lorn and the Isles (OLI) until he leaves the area in August 2023.

Each group was given a well-received presentation on Home Energy Efficiency by Jackie Westerman, Home Energy Efficiency Project Officer for Argyll and Bute Council, which highlighted the help available to households. The report details the wide variety of great partnership working in action considered across the Area Community Planning Groups including the support offered by partners at the MAKI ACPG to the Lochside Champions.

The report raised a request by MAKI ACPG for the Management Committee (CPP MC) to discuss / take action regarding Forestry and Land Scotland's (FLS) proposals to introduce car parking charges at a number of sites across the area. The proposals by FLS to introduce car parking charges in an Argyll and Bute wide proposal, has been brought to the MAKI and OLI ACPGs for discussion and both had concerns regarding lack of engagement on the proposals and the negative effect car park charges may have on tourism and visitor numbers. This was fed back to the FLS representative at the meetings. It was agreed for the community planning team to circulate the FLS report to CPP MC members and for comments and feedback to be developed into a response by the chair to FLS on behalf of the CPP.

Ryan requested for any communication with the FLS to highlight a lack of engagement with youth people in the area. Robin added that car parking is a serious matter to our communities and therefore important for the community planning partners to address their concerns

ACTION - Community Planning team to receive a copy of the paper sent to Area Community Planning Groups. Paper to be circulated to Management Committee members with an invitation to comment on paper (including request to improve youth engagement). Chair to prepare a response on behalf of the Management Committee which will be forwarded to Forestry and Land Scotland.

4. CROSS CUTTING THEMES

(a) Climate Change (Stan Phillips)

Stan submitted a paper for noting by members. Pippa wanted to record her thanks to Stan for all of his work on this and pulling partners together. She also wanted to note that the long term funding is not yet in place and it is important to note this is a key piece of work for partners. Pippa added that the council has achieved bronze carbon literacy status, with 65% of elected members now trained by ACT on this and recommended the training to other partners. Joe said it was great news to see that a Climate Officer post will be advertised in the next few months.

(b) Child Poverty (including Implementation of UNCRC update) (Fiona Davies and Mandy Sheridan)

Mandy noted that her report to the meeting contained a summary of the framework on what is needed to achieve implementation of the UNCRC and an action plan. She highlighted the importance of needing to move away from the idea that this is just an issue for child-facing departments and organisations, and requires a whole council approach.

The key things to look at in the coming months are:

- child-friendly complaint procedures (asked by the ombudsman to join a pilot),
- data and evidence on children's rights and poverty,
- staff training
- work ongoing on Quality Impact Assessments,
- action plan

Mandy noted some confusion around the naming conventions of the reporting i.e. the reports issued now will be badged as 2020 - 2023, although it covers future recommendations to be taken forward from 2023.

Mandy pointed partners to the following key documents:

- UNCRC program update which covers the reporting process in detail.
- Understanding child poverty as a child rights issue. This also contains a link to UNCRC general comment about public budgeting for the realisation of children's rights and Mandy can circulate a summary of what we are already doing as we are covering many of those actions.

Pippa and Robin noted that the papers contained complex information on work that sits alongside many other council duties i.e. island impacts, environment and social. Mandy responded that it is her plan to hold an event once the action plan has been firmed up, to communicate to stakeholders that the implementation journey will need to build new skills and approaches and best practice may take time to develop. Kirsty noted how successful the simplified one page Child Poverty Action Plan had been given the positive feedback from community organisations when this was circulated and although the UNCRC data is complex, it may be possible to create the information in a similar simple, relatable document.

Fiona noted that this new way of thinking about children's rights needs cultural and practical changes to how we work, who we speak to and why and how that young voice will contribute to the way we do our business.

The process of review of the Child Poverty Action Plan will begin shortly and is the first to include a target year of monitored work. Fiona is optimistic that having come close to meeting current targets, the plan will help to achieve a reduction in child poverty in Argyll and Bute. She also updated that £197,000 has been awarded from the Scottish Government for Island Support, 1,300 Love Local cards have been issued to those in receipt of council tax reduction, £5,000 has been awarded to island food banks and top up payments have been paid for school meals on islands.

(c) Financial Inclusion (Fergus Walker)

Fergus provided a paper for noting. Highlights include the range of different work around financial inclusion, update on crisis grants, concessionary housing payment, flexible fuel and food fund and the Love Local cards.

Partners are asked to note the section on "horizon scanning" and the potential work with the Rural Alliance on rural poverty. Fergus can be contacted at fergus.walker@argyll-bute.gov.uk for more information.

(d) Community Wealth Building (CWB) (Takki Sulaiman)

Takki advised that work is being taken forward on a CWB audit, and following consultation the brief has been split into separate lots. The tender is currently live and can be accessed [here](#).

The separate lots are:

- how we look at land and assets to how we currently procure,
- identification of relevant replicable case studies,
- development of strategy and action,
- can business cases and models be developed for us?

There is also lots of existing activity that needs to be mapped to prevent duplication.

Takki proposed that a Learning Action Group convenes to review tenders at the end of April and then selects a preferred bidder by the end of May, with a report back to the December CPP MC to consider the outcomes and agree how to proceed.

Takki shared that CLD funding has allowed a collection of groups in Oban to explore opportunities that take advantage of CWB as a methodology and that the definition of anchor institutions has been broadened to include the third sector. Takki asked for a steer from the CPP MC to give consideration to the model that the working group should follow and if an expert reference group should be set up and who should be on that.

Pippa said this work is valuable for Argyll and Bute and would like clarity on any group terms of reference and reporting lines. She offered to meet with Takki off-table

to work on that. Joe, Anthony and Morag expressed interest in also being part of that work.

ACTION - Other partners who are interested in joining the discussion on CWB group terms of reference and reporting lines to advise cppadmin@argyll-bute.gov.uk

Takki concluded by advising that the TSI and Inspiralba are commissioning Social Value Lab to produce an Argyll and Bute drill down into the Social Enterprise census data from 2021 which will help an understanding of the SE sector to support the CWB journey. That report will likely be ready for June 2023.

(e) Digital Communities (Iain MacInnes and Alex Edmonstone)

Iain reported on the significant work that has already happened on the R100 programme in the Oban area and shared the maps of completed premises that now have access to full fibre across Argyll and Bute. Digital Scotland [website](#) shows where fibre is available or when it is expected. Iain said there may now be residents in areas that can access full fibre but they are not aware it has been installed.

Rona said that the CLD partnership are keen to help promote the availability of fibre coverage.

Areas not covered by the R100 roll out can utilise the Scottish Government £5,000 voucher scheme to achieve fibre connectivity. Iain is also engaging with industry to scope projects to provide fixed line fibre to these locations. More information on this can be provided by Openreach when they attend the June CPP MC.

ACTION - Rona and Iain to meet to discuss the wider communication of the [link](#) for residents to explore if / when full fibre is available and information [on the voucher scheme](#).

Regarding the resilience of the Carradale mobile masts, Iain advised that the network coverage by EE is very good in that area whereas other networks have poor signal. Iain confirmed that each ESN mast has power outage resilience via wind, solar or generator power as they must be active at all times. Iain is happy to provide information to partners on any signal / resilience levels in any other areas.

The contract has just been signed to provide IT equipment to the island hubs (Islay, Coll, Jura and Tiree) and the equipment is due to be installed in late April 2023. The average spend on equipment per site is £20,000. Funding has been applied to extend this work further into 2023/24.

Alex Edmonstone is covering some work previously carried out by Nicola Hackett. He advised that the CLD Partnership will reconvene next month and that the digital sub-group has been working with Takki on digital mapping to review existing activity and identify the support need to deliver essential skills to communities. An external consultant has been appointed and they will review that mapping, with an action plan to be put in place to support their recommendations.

ACTION - Alex to provide a paper and update to June CPP MC meeting on the digital working group and on how communities can be supported to access digital in order to undertake Community Learning.

(f) Building Back Better (Kirsty Moyes)

- Community Engagement (Kirsty Moyes)

Kirsty advised that the Community Development Team has provided support to the non-digital and hard to reach groups to support participation in the ABOIP consultation and she will detail this in the presentation. A further update will be provided around progress on wider Building Back Better matters to the June CPP MC.

- Volunteering (Takki Sulaiman)

Takki provided a [link to the TSI volunteer survey findings](#) and gave an overview of the key points:

- 106 responses to the survey covering 40 organisations and individual volunteers.
- qualitative and quantitative findings aligned to national research by SCVO on the cost of living crisis and its impact on volunteering,
- many organisations are struggling to recruit to volunteering roles
- further conversations needed by TSI on how to provide support to volunteers
- volunteers and organisations are interested in incentive schemes (discount cards etc).
- results suggest that the cost of living crisis has not directly impacted volunteer behaviour but it has directly impacted volunteer families,
- the response regarding having a single volunteer system to on-board volunteers was inconclusive. Takki and Alex will continue to look at that.

Takki acknowledged the small sample size but the results were great conversation starters. The next volunteer conference is scheduled for later this year and there may be a different survey issued around that time.

Takki said the proposed volunteering framework brought to the CPP MC in 2020 needs to be updated. The Scottish Government action plan from 2022 puts the onus on TSI to lead on this and produce a local strategy and action plan which Takki is keen to take forward.

A great volunteering event took place in Hermitage Academy, Helensburgh, where Community Councils and 60 groups got together and matched those organisations with a surplus of volunteers to those with shortages. This was a family friendly event that was well received and Takki noted that this model may be replicated in the future.

Rona thanked Takki for running the volunteer conference and asked Takki if there was any support the partners can provide to future surveys. She noted that during the pandemic response, volunteers of the community response groups were offered access to the Council Employee Counselling service and noted that although the take up rate was not high, the offer and peer to peer download opportunities were appreciated by volunteers. Rona was happy to work with the TSI to support peer to peer opportunities. Takki replied that any partner involvement to provide support to volunteers is valuable.

5. ABOIP CONSULTATION RESULTS AND NEXT STEPS (RONA GOLD, JOHN MCLUCKIE AND KIRSTY MOYES)

Rona presented information on the survey methodology and participation rates, highlighting that over 1,900 responses had been received, over 1,000 paper copies of the survey were issued, with 230 posters and 500 fliers placed across Argyll and Bute to advertise the survey. The survey was also promoted via ebulletins, the CE podcast, twitter and Facebook. The team monitored the incoming survey results and then targeted promotion to increase participation across geographical areas and protected characteristics.

Kirsty presented highlights on the support by the Community Development team to engage potential non-digital and hard to reach groups to participate in the survey. Paper survey forms were widely distributed and interactive sessions were provided to support the completion of the forms, adapting to the audience with easy to read resources, different voting methods including QR codes and bucket voting. Central collection points and prepaid envelopes were also provided to ensure no costs were associated with the return of completed paper surveys. Over 40 community groups were supported to participate covering approximately 520 individuals and a video showcasing the engagement was played to the attendees.

Lucy presented the work undertaken to engage young people, noting that it was important to hear from youth voices in the survey. Promotion included church groups, young carers, development trust, youth cafes, schools, scouts and guides. A further 18 youth organisations were contacted directly and there was also work with the LiveArgyll Youth Work team and CLD Partnership. Feedback received after targeted promotion was that young people were not engaged by the online survey, so an adapted single page survey was created in a more youth friendly format and language. Live Argyll supported Dunoon Grammar School engagement with the survey and over 100 students responded to the survey through this.

Lucy pointed out how worthwhile this engagement with young people in the survey process had been as the priorities you might assume for this age group were not reflected in the results.

John highlighted the responses by categories including administrative area, age and sex. The overall top 3 priorities for Argyll and Bute are Transport Infrastructure, Housing and Community Wellbeing. A fourth priority theme of Financial Inclusion was also identified. It was noted that the survey would be closing on 31 March. Rona advised the next step will be for partners to analyse the survey results in more depth at a development day.

Joe thanked everyone involved in the survey for their work to monitor, react to and review these results as they came in. He was pleased to see the focus on protected characteristics and the support to involve all groups. Joe felt this was a great example of best practice that should be shared with other Community Planning Partnerships. He also thanked partners for their support with the survey.

Pippa echoed the thanks to the team for the fantastic job with the survey. The priorities found are representative across other groups and there is existing evidence for evident themes like housing. She said it would be interesting to deep dive into the themes and suggested the definition of wellbeing could include financial inclusion. Pippa was keen that although climate change had not emerged as a priority that we still recognise the good work being done on that. She stressed the importance of the data from this survey and how it can be used in a much wider context than the ABOIP.

Morag thought this was a really interesting piece of work and was keen to share and cross reference the data with existing intelligence gather by HIE last year - some of the data was similar but the substantial participation size for the ABOIP survey may better inform their activities. Morag was also looking forward to the development day and seeing how this work develops over the next year.

Takki agreed it was a phenomenal piece of work and looked forward to using the data produced to advise his own organisational plans. He asked for the timescale for production of the final ABOIP and if there would be any further consultation. Rona advised that John is currently preparing a key and handbook for the anonymised data, and other steps include:

- sending thanks to all participants with an outline of next steps,
- holding CPP development day (May / June dependent on diaries),
- deep dive with online / offline groups over summer / autumn,
- definitions of housing, community wellbeing and transport are agreed,
- identify what needs to be improved,
- long term actions agreed,
- re-consult with stakeholders to ensure our understanding of the priorities and the actions proposed to address these matches those of our communities,
- draft report published (with consultation at this point required under legislation),
- plan published.

Rona advised that 'you said, we did' analysis will be conducted as per best practice and welcomed partners to share their thoughts at the development day on how best to ensure ongoing conversations with participants before a 10 year plan is set.

6. AOCB

(a) Response to Survey on Parliamentary Consultation on Community Planning (Chair)

Joe asked partners to note the response submitted on 13 January 2023 on behalf of the CPP MC for this survey.

(b) Response to Scottish Government Community Wealth Building Consultation - Comments by 6 April 2023 (John McLuckie)

John noted that partners have been emailed this week requesting comments on this consultation by 6 April 2023. The Community Planning team will then form a

response on behalf of the CPP MC. Joe asked all partners to make the effort to provide a response by the required date for inclusion.

Action - CWB consultation responses, and queries, to be forwarded to lucy.dunbar@argyll-bute.gov.uk by 6 April 2023.

(c) Argyll and Bute's Children Strategic Group (CSG) (Rona Gold)

Rona advised that this group sits under the existing Outcome 4 in the current governance of the ABOIP. The group are currently reviewing their priorities and are interested in synergies with the resulting priorities of the CPP MC and how we can work on that moving forward. The group will update on their progress to the June CPP MC with recommendations on the role of CPP MC around governance of the group. This may also be the case for other groups linked to the current ABOIP such as the Community Safety Partnership (under Outcome 6).

Takki said the data from the ABOIP consultation on young people may be of use to the CSG and it is important to work together with them where we can. He also noted the CSG has many feeder groups including the Corporate Parenting Board, the TSI and other staffing groups.

Pippa agreed that once the ABOIP findings' deep dives, there will be a need to look at the governance of all the structures and the main partnership. As priorities are shifting those groups may need to be updated, may no longer be needed or may sit within a different governance sphere and it will be useful to map that out, like with CWB, to get to the point where we have a one page governance structure..

Fiona, the current CSG Chair, supported the comments by Takki and Pippa adding that some associated groups have come about as a direct response to pieces of work or government directives, and it is important to get to a point where all the groups align with the new ABOIP priorities for the next 10 years with simplified and streamlined processes.

7. DATE OF NEXT MEETING AND CLOSE (CHAIR)

Joe thanked everyone for attending and their contributions. He also reiterated the thanks to the Community Planning and Development team on the work on the ABOIP survey.

The date of the next meeting is Thursday 22 June 2023 at 1000.

CPP MANAGEMENT COMMITTEE MEETING ACTION GRID – from 23rd March 2023

Complete	In Progress	Outstanding	<i>Please highlight actions as per traffic light system to show progress</i>
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Date Set	Action	Who	Required by Date
7/12/22	Kevin Allibone to raise within DWP the provision of an alternative provider to TalkTalk in Argyll and Bute due to accessibility issues in this area. Pick up outwith meeting.	Kevin Allibone	23 March 2023
7/12/22	Jonathon to share the Connect Nations Scotland report with the CPP MC once published and come back to CPP MC to talk more about what OFCOM are doing to help public fund investment in these areas.	Jonathan Ruff	23 March 2023
7/12/22	Partners to engage with groups they work with to promote joining ACPGs.	All	23 March 2023
23/3/23	Community Planning team to receive a copy of the paper sent to Area Community Planning Groups. Paper to be circulated to Management Committee members with an invitation to comment on paper (including request to improve youth engagement). Chair to prepare a response on behalf of the Management Committee which will be forwarded to Forestry and Land Scotland.	Community Planning Team/All	17 April 2023
23/3/23	Community Planning team to set up a meeting to discuss the proposals in the CWB paper. Partners to advise who wishes to attend.	Community Planning Team/All	10 June 2023
23/3/23	Rona and Iain to meet to discuss the wider communication of the link for residents to explore if / when full fibre is available and information on the voucher scheme .	Rona / Iain	May 2023
23/3/23	Alex Edmonstone to provide a paper and update to June CPP MC meeting on the digital working group and how communities can be supported to access digital in order to undertake Community Learning.	Alex Edmonstone	22 June 2023
23/3/23	CWB consultation responses, and queries, to be forwarded to lucy.dunbar@argyll-bute.gov.uk by 6 April 2023.	All	6 April 2023

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Management Committee**Date: 22 June 2023****Agenda Item:**

Area Community Planning Groups – May 2023 Meetings**1. Purpose**

This paper presents key matters arising during the Area Community Planning Group meetings that were held virtually in May 2023.

2. Recommendations

The Management Committee is asked to:

- a) note the highlights detailed at section 4 of the report
- b) note that the Oban Lorn and the Isles Area Community Planning Group will be seeking a new Chair at the meeting scheduled for 16 August 2023; and
- c) note and consider the concerns of the Bute and Cowal Area Community Planning Group regarding the lack of a car ferry service to Dunoon.

3. Background

There are four Area Community Planning Groups, one in each of the Council's administrative areas (Bute and Cowal; Mid Argyll, Kintyre and the Islands; Helensburgh and Lomond; and Oban, Lorn and the Isles).

Meetings were held on a variety of platforms, including purely virtual and hybrid basis using Microsoft Teams. Prior to the meetings discussion took place with the Area Chairs and Vice Chairs and a standard agenda template was agreed. All 4 meetings were well attended by a variety of partners.

4. Highlights

All groups considered:

- Improving Lives in Argyll and Bute

The Council's Community Planning and Development teams spoke to their recent consultation 'Improving Lives in Argyll and Bute'. The presentation included information on the promotion of the consultation; the support provided for non-digital participation and Community Groups and the responses received from the survey. It was noted that the top three priorities were transport infrastructure, housing and community wellbeing. The Groups were advised that the information collated from the consultation would be used to progress the 2024-2034 iteration of the Argyll and Bute Outcome Improvement Plan (ABOIP).

- NHS Highland Director of Public Health Report

The Groups considered a report which provided an update concerning the ongoing wellbeing and prevention activity overseen and delivered by the HSCP Public Health team in Argyll and Bute. The Interim Health Improvement Lead presented a number of key messages from the 2022 annual report of the Director of Public Health on Prevention. The full report can be found at:- <https://indd.adobe.com/view/45cbb2d9-8f8d-44dd-a040-efe28296701c>

- Climate Change Working Group

Stan Philips, Chair of the Climate Change Working Group, submitted an update report that highlighted the actions being taken forward to address the climate emergency in Argyll and Bute. The report outlined the proposal to produce a strategic Action Plan process as the best, and most thorough way to address the climate emergency in Argyll and Bute; the approved governance arrangements for the Climate Change Project Manager's post and the ongoing work in respect of the recruitment process involved for the post of Project Manager.

- Police Scotland

Police Scotland provided an update on the recent work and activities within each locality. The update included information on Road Safety, Fraud Prevention, the roll out of Naloxone and the reinstatement of the Pub Watch programme. Locality specific updates included:

- the relaunch of the Dunoon and Rothesay Police Scotland Youth Volunteer programme;
- an Emergency Services Day in Dunoon;
- new shift patterns for the Bute and Cowal Area; and
- Helensburgh Drive Scot Free road safety event.

- Scottish Fire and Rescue

All Groups gave consideration to reports that highlighted the Scottish Fire and Rescue Service's (SFRS) FQ4 review of local performance. The associated reports included information on the local firefighter training plan; incidents during the period; unwanted fire alarm signals; road and water safety campaigns; community engagement activities; East and West Dunbartonshire and Argyll and Bute Local Senior Officer Activities and home fire safety activities.

- Argyll and Bute Citizens Advice Bureau Update

Representatives from the Citizens Advice Bureau outlined the provision of their services across Argyll and Bute with offices in Lochgilphead and Helensburgh and outreach services available in Dunoon, Oban, Campbeltown and Mull. The presentation included information on the advice provided to clients since 2021; the audit and assessment standards that require to be met and staffing numbers and information on the training programmes provided to volunteers.

- Live Argyll - Community Learning Services Update (Bute and Cowal, Helensburgh and Lomond and Oban, Lorn and the Isles)

The afore-mentioned Groups gave consideration to an update by Live Argyll which included Scottish Youth Parliament Elections which are being held in November and the summer G.I.V.E. programme. The Groups were also advised of collaboration with Dunoon Grammar School on 2 school programmes, information on the continuing work on the SAWA New Scots/Refugee project in Bute and adult learning activities in Helensburgh. Drop in sessions are also being held in Oban Library to support customers in undertaking job searches preparing C.V.'s, and basic IT support.

- Argyll and Bute TSI Update (Mid Argyll, Kintyre and the Islands, Helensburgh and Lomond and Oban, Lorn and the Isles)

Consideration was given to a report which provided an update on the work of Argyll TSI during the period 16 February to 21 April 2023. The report included information on Local Strategic Partnerships; Future Funding opportunities as a result of the Community Mental Health and Wellbeing Fund and events taking place across Argyll and Bute, which included the Volunteer of the Year event. Further information was provided in relation to the new and improved digital platform for volunteering; the Argyll and Bute Positive Destination programme and the Argyll and Bute Community Directory, which can be found at <https://abcd.scot>

- UHI Argyll (Bute and Cowal, Helensburgh and Lomond and Oban, Lorn and the Isles)

The Bute and Cowal, Helensburgh and Lomond and Oban, Lorn and the Isles Area Community Planning Groups considered an update from UHI Argyll. The update highlighted that all staff have now returned to working from their local learning centre and that they expect all students to return to centres from August. The update also advised that UHI centres continue to provide additional support in response to rising living costs and that open days are scheduled to be held in various centres over the summer months.

Bute & Cowal (Meeting Papers - [LINK](#))

The Group gave consideration to an update by Scenic Sandbank which highlighted that they had been awarded funding from the Scottish Land Fund to purchase vacant ground for a community garden. Partners were advised that Scenic Sandbank had produced a booklet at the start of the year which contained a survey in which they got 48 responses with everyone looking forward to the new garden.

Ann Campbell provided the Group with a verbal update, confirming that the Dunoon Area Alliance Community Development Trust had received support from the Scottish Government Investing in Communities Fund and from the National Lottery Community Fund. Ann advised that the funding would cover posts for 3 years with recruitment under way for 1 full time and 2 part time posts. It was added that once the Manager is in post they will be working with Partners to look at developing a Local Place Plan for Dunoon.

Samantha O'Connor from Scottish and Southern Electricity Networks (SSEN) presented information on who SSEN are; what a Home Energy Plan is and the benefits of having one; support and help available through the Priority Services Register and the benefits of joining. It was also highlighted that SSEN have partnered with Home Energy Scotland (HES) to offer customers free and impartial expert energy efficiency advice. The Group noted that Communities could apply for up to £20,000 of funding for building resilience in the community through SSEN's Annual Resilience Communities Fund.

The Group considered a report by Martin Gerrish on behalf of the Grow Food, Grow Dunoon Project. Martin advised that the project is being delivered in collaboration with Dunoon Community Development Trust and Kirn Primary school and that there are now 8 volunteers with more wanting to join. Information was also provided on school pupil's involvement and on their highly productive food growing approach. It was noted that a short video and slide show of pupils talking about their experience in the garden could be found at: www.thegrowfoodproject.co.uk

Consideration was given to a presentation by Robert Trybis from the Dunoon Gourock Ferry Action Group (DFAG). Mr Trybis highlighted that Dunoon to Gourock

was the first car ferry service in Scotland and that should the service be reintroduced it would be a profitable one. Mr Trybis advised that the area suffered from poor connectivity due largely to the uncertainty of the Rest and Be Thankful and the lack of integration between the existing ferry services and the rail network. It was the contention of DGFAG that the economy and population of Dunoon was suffering as a result with many young people choosing to leave the area to study rather than commuting due to the unpredictability of the existing transport infrastructure. It was noted that the DGFAG hoped that if the service was to remain as passenger only that the vehicle service would be put out to tender in the near future thereby ensuring the long term economic stability of the area. Having noted the strong feeling on this matter, the Chair suggested that this issue be fed back to the Community Planning Partnership Management Committee for further discussion and action.

Consideration was given to an update by Becky Hothersall, Community Link Lead for Shaping Places for Wellbeing Dunoon. The update provided information on data gathering on inequalities in Dunoon and Place and Wellbeing assessments.

Helensburgh & Lomond (Meeting Papers - [LINK](#))

PC Drew Omand, Ministry of Defence Police, submitted a written update for consideration. The update included information on arrests made at protests which took place at HMNB Clyde; temporary traffic control on the A814 at the North Gate of HMNB Clyde; collaboration with Police Scotland on holding a Community Drop in and the work with the Police Scotland Youth Volunteers (PSYV).

The Group gave consideration to an update from Neil MacFarlane from Transport Scotland. The update advised that road resurfacing would be undertaken at the Rest and Be Thankful from the 31 May until the 11 June, with no works being carried out on Friday and Saturday nights. Mr MacFarlane further advised that layby and cycleway vegetation cut-backs had been carried out on the A82 Loch Lomondside with more planned. Solar bollards had been installed at Loch Lomondside laybys and an overhaul of the brown and white tourist signage at the same location was also being planned.

The Group considered a written update from Katrina Sayer, Jean's Bothy. The update included information on the current membership numbers; the monthly programme of activities and groups; fundraising events planned; the collaboration work on the Big Community Bake Sale; the 'Peace of Mind' book; Jean's Bothy 'on location'; mental health awareness week and The Life Aquatic Project" expedition. It was also noted that Katrina Sayer the Development Manager had been shortlisted in the Argyll & Bute HSCP Excellence Awards in the Partner Category with her and 2 members from Jean's Bothy due to attend the Ceremony on the 12 May.

Angela Anderson of Plastic Free Helensburgh provided information on beach cleans within the locality that resumed in January; the Keep Scotland Beautiful Upstream Battle anchor group meeting and the Coastal Communities and Scottish Island Federation Marine Litter Conference which representatives had attended. It was highlighted that Plastic Free Helensburgh are continuing to explore ways in which they can sustainably dispose of the huge quantities of plastic contaminated debris washed up during the winter storms and discourage littering.

Sarah Davies, Helensburgh Community Council, submitted a written update on behalf of Community Council's activities. The update provided information on The Community Clubs event; a survey conducted in relation to the waterfront development; a local businesses meeting; the monthly beach cleans and the cleaning and tidying up of the shrub beds in Colquhoun Square. It was noted that Helensburgh Community Council have applied for a grant through the Supporting Communities Fund to support removal of marine litter.

Gill Simpson on behalf of the Helensburgh Community Hub advised that she had been working on tackling unexplored topics such as death advising that they had held events on demystifying death week. Gill also advised of the Menopause cafe which is held every month and efforts to build their volunteer offers, highlighting that the Hub are holding a volunteer recognition event.

Susan Tuite, Senior Welfare Rights Officer delivered a presentation promoting the welfare rights service; their aims and roles; what information/advice and help they can provide; partnership working; 2022/23 highlights; customer satisfaction and information on how to contact the Welfare Rights team.

The Group gave consideration to a presentation by Andy McClay, Luss and Arden Community Council. The presentation included an introduction to the Luss and Arden Local Place Plan; information on community issues and aspirations; priority actions and next steps. It was noted that the Plan is available to view at www.bit.ly/luss-arden-LPP.

Gail Broadhurst on behalf of the Helensburgh Winter Festival provided information on the initial plans for the Festival this winter and the work being taken forward, emphasising the need for organisations to participate.

Mid Argyll, Kintyre and the Islands (Meeting Papers - [LINK](#))

Having presented at the other Area Community Planning Groups in February Jackie Westerman, Home Energy Efficiency Project Officer for Argyll and Bute Council, provided the Group with a verbal presentation on funds available to people within Argyll and Bute. Jackie highlighted that the premise of the Energy Efficient Scotland Scheme is to reduce carbon emissions to contribute to the Scottish Governments

aim to have 0% emissions by 2040. Jackie reported that the Energy Efficient Scotland Area Based Scheme is available to home owners or private rented tenants with grant amounts dependent on property type and personal circumstances, with awards starting at £8,500 for a flat and a maximum of £13,500 for a detached property.

A report which provided an update on the workstreams of the Climate Action Towns group since the last meeting of the Group was considered. The report highlighted the support around the development of the Campbeltown Community Action Plan, to ensure it considers full climate change and climate risks and the assistance provided in involving local people and businesses in developing the action plan. It was also noted that a event bringing together the nine Climate Action Towns to share learning and networking would take place on an online platform on 12 May 2023.

Community Cycle Ardrishaig, a recently formed registered charity which seeks to promote cycling as a green and environmentally friendly activity for all ages and abilities, outlined their visions, which include the provision of a weekly program of led bike rides and other activities such as maintenance and activities. Ms Gale advised that the charity were actively seeking volunteers and supporters to help establish their service. She provided the email address of the charity, ardrishaigcycling@aol.com and implored people to get in touch if they could assist.

Jamie Joyce of Argyll and the Isles Coast and Countryside Trust provided an update on the current workstreams of the Trust. Jamie advised that the Trust seeks to support Argyll and Bute communities adopt strategies to tackle climate change aiming to development a training event for children and young people to grow their knowledge on climate change, promote positive action and foster resilience in a changing world.

Neil MacFarlane provided a short verbal update outlining the recent resurfacing works carried out at a number of locations throughout the Mid Argyll, Kintyre and the Islands area. He advised that the areas in Ardrishaig and Port Ann, which had been highlighted at the last meeting had now been resurfaced. Mr MacFarlane outlined the planned resurfacing works which were scheduled to take place within the coming months throughout the locality. Discussion was had in relation to a number of minor accidents that had occurred as a result of the poor road layout on the approach to the roundabout at the trunk road in Campbeltown. Mr MacFarlane advised that he was happy to look at erecting signage as an interim solution but that he would investigate the possibility of including a solution to this problem into works already planned at Kinloch Road so that the layout of the road would be obvious to those not familiar with the area.

Consideration was given to an update from South Islay Development (SID) which included information on the appointment of the construction team to begin work on

the Port Ellen Playing Fields; the response to the new fund set up by Ardbeg Islay single malt Scotch whisky to support community and environmental projects on Islay and the installation of new fuel pumps at Port Ellen Filling Station. Discussion was had in relation to the issues faced due to the lack of child care provision on the island. Ms McGillivray advised that work was ongoing with the Council's Early Year's team in the hope of securing a venue for this service.

Campbeltown Community Council outlined plans to host a picnic on Kinloch Green on Sunday 7 May to mark the coronation of King Charles III. The Community Council also provided information on the ongoing work to restore the footpath between the Trench Point and Slatyfarlan; the creation of a community garden together and a planned future strategy for the provision of electrical vehicle charging points within the town.

Members of the Kintyre Youth Group provided an update on the work they were leading on within their communities, which included representing local youth views on issues that they care about; running a number of community events such as local coffee mornings to raise money that would enable them to purchase and donate books for mental health to Campbeltown Library and a number of events which are due to take place at the beginning of the summer in Ardrishaig supporting the LGBTQ+ movement.

Oban, Lorn and the Isles (Meeting Papers - [LINK](#))

The Group gave consideration to the report from Catriona Petit of Hope Kitchen. Catriona advised that it continues to be a difficult time with the cost of living crisis and recent drug deaths. Hope Kitchen has been working with partners and will hold information days where service users will be advised where they can access help. Catriona also advised that the collaborative working with the Youth Café, Healthy Options and ALLenergy had been successful in receiving funding from the Investing in Communities Fund and that they will work alongside Atlantis Leisure to deliver the project.

Linda Duncan advised that Crossroads North Argyll continue to provide respite for unpaid carers with 61 clients receiving around 178 hours of support per week. 6 new carers have been recruited with 8 clients on the waiting list. Crossroads continue to work in partnership with other agencies to facilitate more effective hospital discharges.

Susan MacRae on behalf of Skills Development Scotland (SDS) advised that they are awaiting the results of the Wither's Review which was implemented by the Scottish Government to look at schools around Scotland. Susan added that exams are ongoing with SDS advisors attending to give advice on positive destinations to the pupils.

Colin Buchanan from Isle of Luing Community Trust gave a short presentation on the work that the Trust is carrying out on Luing, specifically the development of a small scale slate enterprise to regenerate the economy on the island. Colin advised that the Trust have the mineral rights to the slate with the income generated being used to support housing, employment and climate change related projects. A feasibility study suggested that the project could support 5 full time jobs and the extraction of 200 tonnes of slate per year. The expectation is to bring in £100k per year to develop other projects. A Screening and Scoping Application has been submitted to the Council and Marine Scotland, they have until the end of May to respond.

4.1 Further Actions

It is requested that the Management Committee note the report and the successful meetings held in May 2023.

5.0 Implications

Strategic Implications	Meetings of the Area Community Planning Group held in May covered various Outcomes.
Consultations	No prior circulation of this report.
Resources	No direct resource implications however consideration of the issues raised and following courses of action may have a knock on effect on finance and/or staff resource
Prevention	Contributes to the prevention agenda
Equalities	Contributes toward reducing inequalities

For More Information:

Stuart McLean, Committee Manager, stuart.mclean@argyll-bute.gov.uk

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Management Committee

Date: 22 June 2023



Addressing the Climate Emergency in Argyll and Bute

1.0 Purpose

The purpose of this report is to provide the CPP Management Committee with an update of the Climate Change Working Group.

2.0 Recommendations

The CPP Management Committee are asked to:

- Note the approach and status of the project outlined in the report.
- Advise on aspects of the project as indicated in the paper.

3.0 Background

Over the past year and a half, the Climate Change Short Life Working Group has been revived as a CPP sub-group, known as the Climate Change Working Group. It took a fresh look at its remit and potential outputs, which have ultimately centred on producing a Climate Change Action Plan for Argyll and Bute.

The Action Plan is proposed to be produced by employing a Climate Change Project Manager to lead on the process.

The Climate Change Working Group has been exploring funding options for such a post.

This update sets out our current position.

4.0 Detail

4.1 Funding update

The Climate Change Working Group are currently pulling together a funding package to support the post of the Climate Change Project Manager.

The cost of a Project Manager post is estimated to be in the region of £120,000 over two years, which would include the salary of an appropriately qualified climate leader, associated employer costs, T&S costs, etc.

Subsequent to previous calls for funding contributions, we had two firm contributions from partners:

£20,000	NHS Highland - Argyll & Bute Health and Social Care Partnership
£50,000	Argyll and Bute Council

We have also the following bids in with the following organisations and are awaiting news on the success or otherwise of these bids:

£15,000	NatureScot
---------	------------

Argyll and Bute Third Sector Interface (TSI) are also supportive of the proposal in principle and are exploring funding opportunities.

4.2 Next Steps

The Climate Change Working Group have decided to start the project with the budget we currently have.

We have decided that we would advertise the Project Manager post with options for:

- i) 0.75 Full Time Equivalent for two years, or
- ii) 1.0 Full Time Equivalent for 18 months

...depending on the preferences of the successful candidate.

In any case we would need to continue searching for funding for either a continuation of the project timeline, or to provide additional assistance for the part time set-up. However, it was felt that finding the shortfall in year two would be achievable.

Given this decision and approach, we are currently finalising the legal agreements which will complete the governance arrangements. Once these are in place, we will move to advertise the post.

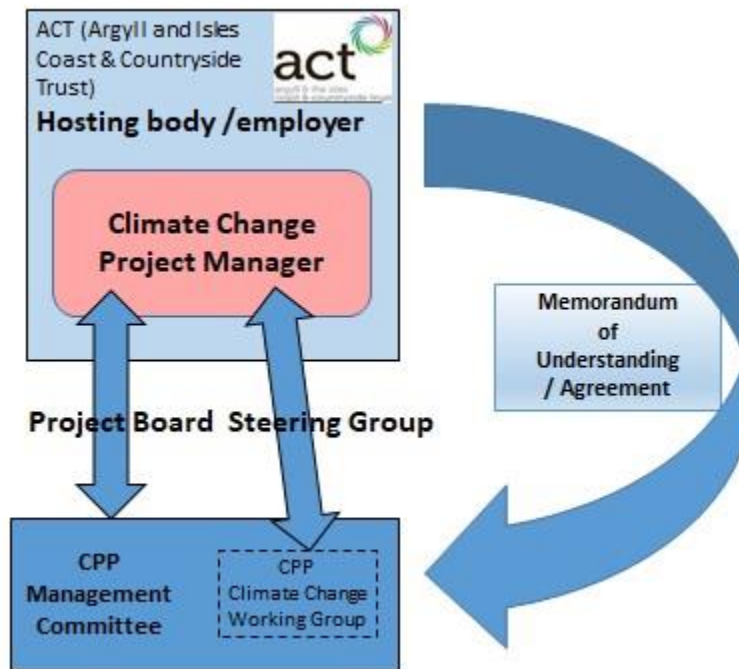
5.0 How to proceed

There are a number of questions we need to bring to the Management Committee for approval and advice.

5.1 Governance

Background

The following structure was approved by the Community Planning Partnership Management Committee in 2022:



The post would be hosted by ACT (Argyll and Isles Coast & Countryside Trust) under a Memorandum of Understanding / Agreement with the CPP Management Committee.

Ultimate responsibility for the project would lie with the CPP Management Committee, who would act as de-facto Project Board, with day-to-day management supported mainly by a sub-set of the Climate Change Working Group, called the Steering Group.

Functions of Steering Group

- Project Manager management and guidance.

Membership of Steering Group.

The CCWG committed to the MC advising on membership of the SG:

- Does the MC have thoughts about specific skills from the MC that should sit on this group?
- Should the CCWG nominate members of this group, for the MC to approve?
- Current draft complement is:

Name	Designation
Stan Phillips	Chair, CPP Climate Change Working Group (NatureScot)
Representative from the Community Planning team	Community Planning team member, (Chief Executive's Unit, Argyll and Bute Council)
Sara MacLean	CPP Climate Change Working Group (ACT – employing body)
Angela Anderson	CPP Climate Change Working Group (Plastic-free Helensburgh; ACPG)
Tom Warren	CPP Climate Change Working Group (BE_ST (Built Environment – Smarter Transformation (Formerly Construction Scotland Innovation Centre) Impact Manager - Sustainability; DCC - Dunoon Community Council, Convener DAA - Dunoon Area Alliance (Dunoon Community Development Trust), Chair A&B Community Housing Network Forum for Circular Infrastructure (UK wide)

5.2 Future work of the CCWG

The CCWG has been thinking about what our role will be once this project is up and running. There are still a number of tasks:

- Manage the functions of the Steering Group
- Continue seeking to meet funding shortfall for Project Manager post
- Report on progress to MC.
- Once the Action Plan is complete (in 2 years time):
 - Action Plan ownership, monitoring, reporting.
- But, what to do in the interim?
- Is the above enough?
 - Engagement activities?
 - Opportunity for Community Groups and Statutory Bodies to come together and share information and experiences [this has been noted as a valued element of the CCWG by current members]?
 - Need to be careful not to duplicate work occurring elsewhere.

- Resources?

5.3 Climate Change Working Group Chair

- Stan Phillips to step down as CCWG Chair once Action Plan Project starts.
- Who to Chair? CCWG to nominate a candidate and MC to approve?
- What are the rules for nominations? Must be a member of the MC? Could the Chair be a member of the wider CPP network (e.g. ACPG)?

6.0 Conclusion

1. We propose producing a strategic Action Plan process as the building block to addressing the climate emergency in Argyll and Bute.
2. We have an approved governance arrangement for the Climate Change Project Manager post.
3. We are actively pursuing the recruitment of a Project Manager to start this Action Plan work and hope to have someone in post within the next two months.
4. MC advice on the questions posed in this paper would be much appreciated.

6.0 Implications

Strategic Implications	
Consultations, Previous considerations	
Resources	
Prevention	
Equalities	

Stan Phillips, Chair, CPP Climate Change Working Group

For more information, please contact:
 Stan Phillips, Operations Manager, NatureScot
stan.phillips@nature.scot

Nicola Reaney, Administrative Officer, Community Planning
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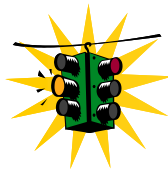
References

Appendices

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CPP Financial Inclusion Highlight Report

Name of Document:	Highlight Report - <i>Financial Inclusion Highlight Report</i>	Overall Project Status  GREEN
Author:	<i>Fergus Walker</i>	
Description of Content:	To 22 June 2023	
Distribution:	<i>Community Planning Partnership</i>	

Headlines

SCOTTISH WELFARE FUND, CRISIS GRANTS AND COMMUNITY CARE GRANTS

- In the period 1 April 2022 to 31 May 2023 we spent £79,307 against our programme funding allocation for 2023/2024 of £458,284, therefore we are slightly over the profiled budget.

DISCRETIONARY HOUSING PAYMENTS (DHP)

- As at 31 May 2023 we have spent and committed to spend £751,302 of our initial, tranche 1 DHP allocation of £869,638. We expect to receive a further £192,259 later in the year as tranche 2 funding bringing the total funding available for the year to £1,061,897. The allocation is split £721k for Bedroom tax mitigation, £100k or other DHP's i.e.: - hardship cases, and £48k to mitigate the Benefit Cap.

ARGYLL AND BUTE FLEXIBLE FOOD and FUEL FUND (ABFFFF)

- As at 31 March 2023 the project, has supported 1,810 households who are suffering from food and fuel insecurities in Argyll and Bute, with a combined client gain of £2.528 million which is an average gain of £1,400 per household. The project has attracted funding of £204,000 from the UK Shared Prosperity Fund for each of the next two financial years and we have identified the funds to make up the shortfall to allow the project to continue for at least the next two years.
- The project has won a second national award, the ASSIST FM Community Focus Award 2023 for its work with the Community Food Forum and the local community foodbanks.
- The project also features in the Scottish Government's National Action Plan **Cash-First: Towards Ending the Need for Food Banks in Scotland** as a case study, under **Action 1: We will support new local partnership work to deliver cash-first.**

SCHOOL CLOTHING BANKS

- The project is now live in the Kintyre area, Dunoon and Cowal, Bute and Oban Lorn and the Islands. Work continues to introduce the project in Mid Argyll and the Islands.
- Website is now live with links to order forms for the above areas. The link to the page is below.
- [School uniform scheme \(argyll-bute.gov.uk\)](http://argyll-bute.gov.uk)
- Funding is available to carry out further development works and I've been engaging in really positive discussions with the Community Development team about doing that.



CPP Financial Inclusion Highlight Report

- Further funds are available from the UK Shared Prosperity Fund to enhance and embed the project in all areas from 1 April 2023 to 31 March 2025 to create a real impact on the Council's climate change plans.

SCOTLAND LOVES LOCAL CARDS

- As part of our Local Authority Covid Economic Recovery Fund (LACER) Scotland Loves Local cards of £120 are being issued to 6,658 qualifying households in Argyll & Bute in receipt of Council Tax Reduction (CTR).
- We await a final report at the end of the month on the number of card activations and how the cards have been used to date.

SUPPORT FOR COST OF LIVING ON ISLANDS

- The Scottish Government has given the Council £197,000 to support people on the islands.
- The money was used to;
 - Issue circa 1,300 SLL cards to islanders in receipt of CTR. Again we await a report by the end of the month on use of the cards.
 - Top up payments to pupils in receipt of FSM by £1.60 per day to allow them to purchase snacks during the day.
 - Issue grant payments of £7,500 to each of 4 island based foodbank organisations.

DATA MATCHING

- We had been making good progress being made on data matching using Council Tax arrears data, Council Tax Reduction data and Scottish Welfare Fund data as a proxy for unmet cost of living needs.
- The DWP have recently issued an updated Memorandum of understanding with Councils for the use of DWP data for Housing Benefit and Universal Credit. The MOU really tightens the use of data up and we are working to identify what impact that will have on this project and others. A reply is due to the DWP in July.

PARTNERSHIP WORKING WITH POVERTY ALLIANCE

- Exciting new partnership works to start this year with the Poverty Alliance.
- This project will uncover and develop evidence and practice that can be explored using a test and learn approach on new solutions to lead locality and national change. There will be interlinked work to provide an infrastructure for focused change work with four main themes;
 - A programme of structured capacity support and training for community-based organisations and individuals experiencing poverty. Designed through a training needs assessment co-developed with rural partners to ensure responsiveness to local need.
 - Ongoing network support and development which will support the advocacy and the amplification of people with lived experience of low income and trauma in rural Scotland. This will involve shared learning events, shared outputs and supported connection with current participation structures in local government, and public bodies.
 - An evidence strand exploring the evolving experience of the poverty premium in rural Scotland for at risk groups experiencing poverty and trauma. This research would be informed and co-directed with those with lived experience and will inform policy and practice change. To deliver these outcomes we will bring together key actions including those with lived experience, local



CPP Financial Inclusion Highlight Report

authorities, business and community organisations to develop a shared understanding of the problems and challenges that exist and develop and test solutions to address this.

- In addition, a small amount of Seedcorn funding will support the development of scalable test and learn ideas through the project.
- An advertisement has just gone out to employ a Development Worker to start the project works. The project should get off the ground later this summer.

Current Issues/Risks (in your area and across partners)

CURRENT ISSUES / RISKS					
ID	Description	Prob	Imp	Action / Progress /Timeline	Trend
1					

Current Initiatives/developments (in your area and across partners)

ID	Description	Action / Progress /Timeline
1	School Clothing Banks	Complete by March 2025.

Horizon scanning (e.g. future legislative changes / opportunities or developments)

- Possible partnership working with the Poverty Alliance on the rural poverty premium

Key actions – 3 month horizon

- Continue to monitor progress with AB FFFF and other schemes.
- Monitor DHP and CCG spend against budget.
- Continue progressing our School Clothing Banks project.

FERGUS WALKER

22 June 2023

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Building Community Wealth in Scotland

Consultation Paper

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In the midst of tackling a Cost Crisis and ongoing Climate Emergency we must ensure that our long term economic planning puts people and the environment at its core. The National Strategy for Economic Transformation outlines our vision to create a wellbeing economy: a society that is thriving across economic, social and environmental dimensions, and that delivers prosperity for all of Scotland's people and places.

The principles of a wellbeing economy cannot be achieved through simply redistributing a portion of the wealth created. They need to be hard-wired into everything we do to develop our economy. Community Wealth Building can help us achieve that.

The strategic Community Wealth Building approach is grounded in solid economic concepts and approaches. Crucially, Community Wealth Building is also a very practical model and we are already deploying and moving forward with the model in Scotland. By considering new legislation on Community Wealth Building to bind and consolidate existing practice, we seek to give that work a strengthened platform from which we can deepen and accelerate delivery.

Many countries and places across the globe are questioning their economic priorities. For years we have implemented policies which have sought to grow and redistribute wealth, and we achieved some great things. However, with the growing incidence of global crises, it is clear that if we are to truly realise a sustainable wellbeing economy, we need to consider bold, alternative economic approaches for the long term. This recognition is what is promoting Community Wealth Building across the globe – from its origins in Cleveland, USA to places such as Preston in England, Chicago, Sydney and Amsterdam. Other places are also examining the potential of the approach as a way of building stronger and more resilient local and regional economies.

The Community Wealth Building journey in Scotland started with the pioneering work in Ayrshire, followed by a series of pilot locations supported by the Scottish Government. And whilst we should celebrate the progress we have already made in implementing Community Wealth Building in such a short space of time, the job is far from done. In this we must go further and faster. This is not a luxury reform agenda, or more of the same. It is a central cog in our reform agenda which seeks to re-wire our economy for this generation and for future generations.

That is why the introduction of legislation on Community Wealth Building in this Parliamentary session is significant. This commitment is part of a strategic approach to creating a wellbeing economy, empowering communities and supporting local and regional economic development. This activity includes the upcoming Land Reform Bill, the commitment to a series of Just Transition Plans, the National Planning Framework 4, the Refreshed Fair Work Action Plan and the review of the Community

Empowerment Act, amongst other progressive programmes to support economic reform.

Legislation is not the only thing that will assist in the growth of Community Wealth Building. In fact, a range of powers that can help to accelerate the realisation of a thriving wellbeing economy remain reserved to Westminster. However, changing the law can be key to securing gains already made in practice and advancing implementation. In this consultation we seek a broad range of views on what is required to accelerate and deepen Community Wealth Building in Scotland, learning from the good practice already underway including through the leading role of local authorities. Whilst the Scottish Government is committed to doing all it can to progress Community Wealth Building within devolved powers, I would also welcome feedback on reserved areas respondents would like us to work with the UK Government on where there is potential to accelerate the implementation of Community Wealth Building.

I am grateful to the members of the Community Wealth Building Bill Steering Group who have helped to guide the development of this consultation. I am also grateful to the many public sector anchor organisations, businesses, third sector organisations and community groups who have taken the time to showcase their examples of Community Wealth Building to me and share thoughts on how we move this crucial approach forward.

It has been highlighted that Scotland is fast becoming a global leader in Community Wealth Building. I encourage you to be bold, ambitious and creative in responding to this consultation. That is what is required if we are to realise this opportunity to fully unleash the power of Community Wealth Building in Scotland, to ensure that communities across Scotland have a greater stake in the wealth that is generated and that wellbeing for all is assured.

A handwritten signature in black ink, appearing to read 'Tom Arthur', written in a cursive style.

Tom Arthur MSP
Minister for Public Finance, Planning and Community Wealth

Part 1. Introduction: The Contribution of Community Wealth Building (CWB) to a Wellbeing Economy

1.1 Overview

The Scottish Government has adopted the internationally recognised Community Wealth Building (CWB) approach to economic development as a key practical means by which progress can be made towards realising our wellbeing economy vision outlined in the National Strategy for Economic Transformation (NSET)¹.

CWB is an approach designed to tackle long-standing economic challenges and transform Scotland's local and regional economies by considering the ways in which the public sector, in partnership with the private, third and community sectors, can ensure more wealth is generated, circulated and retained in communities and localities.

In short, CWB is focused on growing the influence communities have on the economy and ensuring communities receive more of the benefits from the wealth they help to generate.

CWB can produce a range of economic, social and environmental benefits. CWB can be a key tool in supporting a just transition to net zero and ensuring environmental sustainability, helping Scotland's places and communities thrive within the planet's sustainable limits. The approach is also recognised as a key action in our ambitions to tackle child poverty through the creation of Fair Work opportunities.

Any new legislation on CWB is intended to provide a statutory underpinning to deepen and further embed CWB activity across Scotland, creating a fairer and more resilient economy. Learning from the range of CWB action already underway, we want to gather the broadest range of views on how new legal measures or changes to existing laws can accelerate the delivery of CWB in Scotland and deliver real benefits for local communities.

Part 1 of this consultation paper describes what CWB is, provides an overview of CWB activity in Scotland and outlines the background to and ambitions for CWB legislation. **Part 2** provides an opportunity to offer views on a legislative proposal and share perspectives on what is required to advance CWB in Scotland. **Part 3** provides details on how to respond to this consultation and next steps.

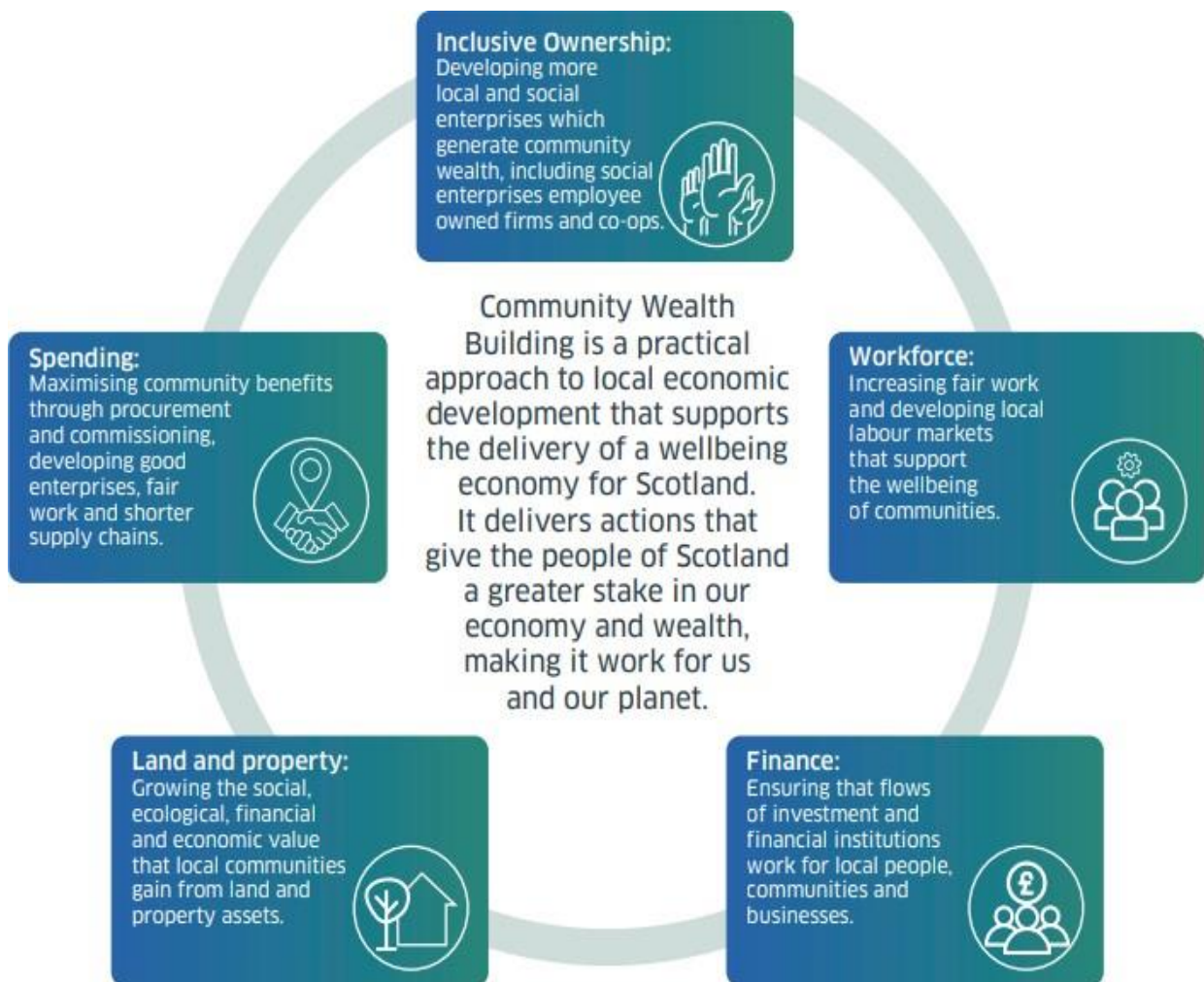
In line with the approach itself, legislation on CWB should be bold and ambitious. We look forward to engaging with as many organisations and communities as possible as we develop legislation and other measures to give the people of Scotland a greater stake in their economy and wealth to realise our ambition for a wellbeing economy.

¹ [Scotland's National Strategy for Economic Transformation](#)

1.2 What is Community Wealth Building?

CWB is a practical approach to economic development focused on five pillars of activity. These pillars are the key areas of focus due to the economic levers they represent. All of the pillars play a complementary role in the retention of wealth in local places and regions for the benefit of communities. Increased spend with local businesses and higher levels of inclusive or community forms of ownership means that more money stays in the communities that create the wealth through higher incomes, fairer employment opportunities and a greater say over the use of local and regional assets.

A visual image of the five pillars of CWB appear below, followed by a detailed explanation of what each pillar represents.



The five pillars of CWB are:

Spending

Pillar definition: Maximising community and business benefits through procurement and commissioning, developing good enterprises, Fair Work and shorter supply chains.

Overview of activity: This includes a focus on ways to achieve greater economic, social and environmental benefits such as growing investment in local businesses, supplier development and innovation, and ensuring the delivery of tangible community benefits.

What this will achieve: Higher levels of spend with SMEs, micro-businesses and inclusive business models resulting in business growth and improved, resilient local and regional economies.

Workforce

Pillar definition: Increasing Fair Work and developing local labour markets that support the prosperity and wellbeing of communities.

Overview of activity: Ensuring public sector anchor organisations and other employers embed Fair Work principles, promoting the payment of the real Living Wage; recruiting locally, from groups who face inequalities and are furthest from the labour market; and promoting work that is secure, provides flexible working and training opportunities and supports the workforce to have an effective voice.

What this will achieve: Access to local and fair employment opportunities, fairer wages, skills development opportunities and improved wellbeing of employees.

Land and Property

Pillar definition: Growing social, ecological, financial and economic value that local communities gain from land and property assets.

Overview of activity: Productive use of anchor organisation land and property, for example through diversified ownership models including community ownership, and tackling vacant and derelict land and buildings.

What this will achieve: Land and property are used for the common good and benefit communities, SMEs and micro-businesses and the environment.

Inclusive Ownership

Pillar definition: Developing more local and inclusive enterprises which generate community wealth, including social enterprises, employee-owned firms and co-operatives.

Overview of activity: Promoting greater diversity in the business base by encouraging formation and development of inclusive business models² which support the local retention of wealth.

² [Co-operative Development Scotland: Blog](#)

What this will achieve: More inclusive and democratically owned enterprises and assets which means the wealth created locally and by local people stays in those communities in the form of incomes and profits rather than being extracted out.

Finance

Pillar definition: Ensuring that flows of investment and financial institutions work for local people, communities and businesses.

Overview of activity: Increasing investment and re-circulating wealth within local economies including through access to affordable credit and business finance.

What this will achieve: Money and investment stays in a local area and is available to support communities and businesses.

‘Community Wealth Building is a transformative approach to local economic development’ The Democracy Collaborative

‘Community Wealth Building is about developing wealth with local roots and ownership’ Centre for Local Economic Strategies (CLES)

CWB seeks to use the economic levers available to ‘anchor organisations’ such as local authorities, health and social care bodies, further and higher education institutions and enterprise agencies, to better support their local and regional economies. Anchor organisations are typically large employers with a strong local presence in an area. They can exert sizable influence through their commissioning and purchasing of goods and services, through their workforce and employment capacity, and by creative use of their facilities and land assets. Positive use of these aspects can affect social, economic and environmental change in a locality or region.

Our democratically elected local authorities are at the heart of the action required to advance the CWB approach in Scotland, playing a key leadership and convening role in its implementation, acting as economic stewards of their place including through local activity or wider regional collaboration for example through Regional Economic Partnerships. CWB recognises the impact that public sector bodies make – both individually and collectively – is not just through the services they deliver but also through how they choose to use the resources at their disposal.

While, in some places, the public sector may represent the catalyst for CWB introduction and development, it is critical that business, the third sector and community organisations all play collaborative roles. In particular, larger private sector employers can be considered anchor organisations. Community organisations, such as community-led bodies, Development Trusts and micro-businesses, can play a key role in driving forward CWB, particularly in rural areas and islands. Third sector organisations have a range of levers through their spend, employment, assets and local relationships.

The CWB approach has already proved successful internationally. The experience in Cleveland, Ohio and in Preston, UK, of re-directing wealth back into the local economy and placing control and benefits into the hands of local people, has

inspired the Scottish Government and other places across the world to consider the merits of this exciting and progressive approach.

Cleveland

Often cited as the original CWB initiative, the ‘Cleveland model’ was developed as a response to post-industrial decline and depopulation. The principal feature of this approach was to localise and retain the spending of local public, private and third-sector ‘anchors’ through the development of new local cooperatively-owned businesses. These innovative worker-owned enterprises – the Evergreen Cooperatives – grew to include large-scale sustainable laundry services, a large urban greenhouse and an energy production company. A key feature of Cleveland’s model is that wealth re-circulates in the city, as organisations procure services from the cooperatives (within the United States procurement context), which employ local workers and help tackle urban inequalities.³

Preston

Following recognition of the success of this model in generating local opportunities and tackling inequalities, a similar strategy was adopted in the city of Preston, UK. Preston City Council worked with other anchor organisations to develop a CWB approach, primarily with a focus on procurement, looking at spending more in the local Preston and the wider Lancashire economy. Working over several years, there has been a significant increase in the amount the anchors are spending with local enterprises. Analysis shows that £74 million was redirected back into the Preston economy through this procurement work, with £200 million invested into the wider Lancashire economy.⁴

CWB is a ‘re-wiring’ of current economic development practice through use of a strategic framework that can help the public, private, third and community sectors to take a place-based ‘whole system’ approach to re-direct money that is already being spent and the wealth that already exists back into the local economy and into the hands of local communities. If implemented successfully, the approach has the potential to act as a preventative measure – reducing public service demand by tackling inequality and ensuring wealth is retained by local communities in a just and fair way.

Whilst CWB is a catalyst for medium to longer-term change and reform, adoption of the approach is gathering pace across Scotland and the Scottish Government is supporting this. The CWB approach is being taken forward in regions and localities across Scotland. A number of rural areas and islands are leading the development of CWB initiatives, including through community-led activity and the start-up and development of micro-businesses supporting the retention of wealth in their local areas. Due to the distance from major goods and service provision, local rural businesses and communities are well placed to respond to local opportunities with adequate support and awareness. CWB can play a role in supporting population retention and growth in areas facing depopulation.⁵

³ [Democracy Collaborative: Community Wealth Building - What Next](#)

⁴ [How we built Community Wealth: Preston](#)

⁵ The role of anchor organisations is highlighted within the Population Strategy ‘A Scotland for the Future’ which includes commitments to ensure that Scotland’s population is more balanced across the

CWB can also support our efforts to achieve a just transition⁶. Scotland continues to bear the scars of poorly managed, abrupt and unplanned transitions of the past. Through local business growth, sustainable procurement and community ownership of assets, CWB can support the creation of fair, green jobs which are anchored to local communities.

1.3 Progress to Date

There has been significant progress in implementing CWB in Scotland over the past few years. Much of this has been led by local authorities working in the vanguard, often in partnership with their community planning partners.

The Scottish Government has been working with local authorities and other partners to build capacity to help drive forward the implementation of CWB at the local and regional level, including supporting five CWB pilot areas (Clackmannanshire, Fife, Glasgow City Region, South of Scotland and the Western Isles) and £3 million investment in CWB in Ayrshire through the Ayrshire Growth Deal which builds on the pioneering work of North Ayrshire Council.⁷

A significant number of local authorities are now assembling CWB strategies and action plans. In addition, more local authorities and their partners are assessing the potential of CWB to enable the transition to local and regional wellbeing economies, recognising that CWB provides strategic means of connecting all contributory actions across the economy for economic, social and environmental benefit. Inspired by the work of the pilots, as part of our Covid Recovery Strategy the Scottish Government has committed to working with all local authorities to produce a CWB plan which sets out objectives to protect and create good quality local employment opportunities as part of wider recovery plans.⁸

A number of other sectors, including health and social care, are working to integrate CWB principles into their work, embracing their role as 'anchors' and the wider contribution they can make to reduce inequalities.

The Scottish Government has supported activity to raise awareness and improve understanding of CWB as well as accelerate practice and delivery. Our partnership with the Economic Development Association Scotland (EDAS) has supported the implementation of CWB through communities of practice, open workshops, peer support and development of materials to support anchor organisations and wider stakeholders develop, implement and realise the benefits of CWB approaches.

country, meaning changes may be required to support attraction and retention of people in those areas of the country that are facing a declining population. [A Scotland for the future: Opportunities and challenges of Scotland's changing population](#)

⁶ A just transition is both the outcome – a fairer, greener future for all – and the process that must be undertaken in partnership with those impacted by the transition to net zero. Just transition is how we get to a net zero and climate resilient economy, in a way that delivers fairness and tackles inequality and injustice.

⁷ Annex A provides an overview of this activity

⁸ [Covid Recovery Strategy: For a fairer future](#)

A CWB Guide, supported by the Scottish Government and produced by EDAS and the Centre for Local Economic Strategies (CLES), was published recently and offers practical support for those seeking to pursue a CWB approach. It is both a first introduction for those new to CWB as well as a source of helpful advice and resources, including case studies, for any stage of the implementation journey.⁹

Scotland has a strong track record in delivering projects and programmes which link to the different aspects of CWB – led by the public sector, business, third sector and local communities. These can be found in communities across the country, some current examples include the regeneration of Midsteep Quarter in Dumfries, West Harris Community Trust, Scotland's growing number of employee owned businesses such as the Jerba Campervans in East Lothian and Collective Architecture in Glasgow¹⁰, and examples of innovative procurement practice such as the Supplier Development Programme, Perth and Kinross Council's 'Community Benefits Wish List' and East Ayrshire Council's partnership with Mossgiel Farm.¹¹

Annex A provides a short summary of CWB development activity in Scotland.

1.4 Development of Community Wealth Building Legislation

The Programme for Government 2021-22 set out the following commitment:

'Building on the development of the approach across Scotland, we will take forward a Community Wealth Building Bill in this Parliament, to enable more local communities and people to own, have a stake in, access and benefit from the wealth our economy generates. The Bill will cement and augment the role local authorities and other public sector anchor organisations, such as Health Boards, play in supporting local economic development and advancing a wellbeing economy, legislating for them to consider their economic footprint within a wider place system.'¹²

The Bute House Agreement came into effect in August 2021 and is an agreement between the Scottish Government and the Scottish Green Party Parliamentary Group to work collaboratively in a spirit of cooperation and consensus building. As part of this, a Shared Policy Programme (SPP) was agreed and sets out policy positions and commitments that both the Scottish Government and the Green Group agree should be delivered. The SPP sets out the following commitment:

'We will develop a Community Wealth Building Bill, which will focus on encouraging diverse and inclusive local economies, finance, land, and ownership models. It will include:

- working within and developing procurement practices to support local economies, including Small and Medium sized Enterprises (SMEs) and

⁹ [EDAS: CWB Guide](#)

¹⁰ See more examples employee owned and cooperative business models here: [Co-operative Development Scotland: Blog](#)

¹¹ [Scottish Hub for Regional Economic Development: Case Studies](#)

¹² [A Fairer, Greener Scotland: Programme for Government 2021-22](#)

micro-businesses, and improved access to training and labour markets for disadvantaged communities and individuals.

- encouraging public kitchens, including school canteens, to source more food produced by local businesses and organic producers.
- where possible, to base public sector capital and revenue funding decisions on targeted social, economic and environmental outcomes.¹³

The commitment to CWB legislation is re-iterated in NSET:

‘Introduce Community Wealth Building legislation that builds on the successes and learnings of all of the Scottish Government community wealth building local and regional pilot areas in urban and rural Scotland.’¹⁴

NSET outlines our vision to create a wellbeing economy in Scotland. That means transitioning to an economic system, within safe environmental limits, that serves and prioritises the wellbeing of current and future generations. Our approach to a wellbeing is based on the principles of resilience, sustainability, equality and prosperity. The principles of a wellbeing economy cannot be achieved through simply redistributing a proportion of wealth created in order address deep-seated problems with poverty and disadvantage and to clean up environmental damage; they need to be hard-wired into everything we do through pro-active economic development policy, planning and action.

Wellbeing economy

NSET commits the Scottish Government to taking a broader view of what it means to be a successful economy, society and country, and putting people and the planet at the heart of our approach.

The economy should serve a purpose. While economic objectives such as sustainable, inclusive growth remain important, they should serve as a means to an end – that of collective wellbeing. The wellbeing economy approach regards the economy as being in service to the health and happiness of people, rooted in human rights and social justice, and embedded within society and the natural environment, upon which our wellbeing depends.

The transition to a wellbeing economy is about whole system transformation. It recognises that the economy is everybody’s business – from health and care to education, and from housing and energy to food and agriculture – requiring a strategic, joined-up focus across government at all levels, across all sectors of the economy and all parts of society. The building blocks of this transition include the Scottish Government’s work to progress legislation, targets and plans on areas spanning equality and human rights, child poverty, climate change, biodiversity, land reform, circular economy, good food, Fair Work, infrastructure investment, 20-minute neighbourhoods, community empowerment, among many others. CWB sits alongside other progressive commitments that will support economic reform including the upcoming Land Reform Bill, Just Transition Plans, the Refreshed Fair

¹³ [Scottish Government and Scottish Green Party - Shared Policy Programme](#)

¹⁴ [Scotland's National Strategy for Economic Transformation](#)

Work Action Plan and a review of how best to significantly increase the number of social enterprises, employee-owned businesses and cooperatives in Scotland.

Scotland is already leading this agenda on the international stage as a member of the Wellbeing Economy Governments network (WEGo) with New Zealand, Iceland, Finland and Wales, and with Canada becoming a member in 2022. The National Performance Framework (NPF) – Scotland’s Wellbeing Framework – first introduced in 2007, provides a clear long-term purpose and set of national outcomes for Scotland’s future wellbeing, and is our vehicle for delivery of the United Nations Sustainable Development Goals.

Our Wellbeing Economy Monitor has been developed to look beyond traditional metrics of economic success, such as Gross Domestic Product (GDP), to measure how Scotland’s economy contributes to improving things that people really value, such as health, equality, fair work and environmental sustainability. The basket of measures, based on the NPF national indicators, includes metrics of child poverty, income and wealth inequality, community ownership, gender pay gap, educational attainment, young people’s participation, employees below the real Living Wage, greenhouse gas emissions and biodiversity, among others. The Monitor will complement traditional economic indicators to provide a broader picture of how Scotland’s economy is contributing to national outcomes of social and environmental wellbeing.¹⁵

CWB is an example of our practical approach to economic development that supports a wellbeing economy at the local and regional level and is a key way to turn the wellbeing economy vision and strategy into tangible action. We have also published a Wellbeing Economy Toolkit to support local authorities and regions across Scotland to embed the wellbeing economy approach in their local and regional strategies.¹⁶

Where it is embraced, CWB can accrue more than economic benefit. It can support better health outcomes and contribute to a reduction in child poverty. The approach can play a key role in a just transition to a net zero, circular, nature-positive economy and in rebuilding natural capital including through actions such as sustainable procurement, a focus on fair and green jobs, green investment decisions and recognising the ecological value of land.

Through this consultation, we want to identify if new legal measures or changes to existing laws are required to accelerate the implementation of CWB, building on the good practice already underway. As we work through the responses, it may be apparent that not all measures necessarily require new or amended legislation to take them forward.

This consultation has been structured to enable respondents to offer suggestions for legislative change across all five pillars of CWB and from a general CWB perspective. In particular, we wish to gather views on a proposal for a new duty to advance CWB.

¹⁵ [Wellbeing economy monitor](#)

¹⁶ [Wellbeing economy toolkit: supporting place based economic strategy and policy development](#)

Some of the principles of CWB are expected to be supported by other Bills in the legislative programme, for example the Land Reform Bill which will be introduced by the end of 2023. In addition, the 2022-23 Programme for Government included a commitment to explore how to ensure the interests of future generations are taken into account in decisions made today. Subject to Ministerial decisions, a Wellbeing and Sustainable Development Bill later in the Parliamentary session may include placing duties on public bodies and local government to take account of the impact of their decisions on wellbeing and sustainable development, and the creation of a Future Generations' Commissioner.

CWB will also build on existing legislation such as the Community Empowerment (Scotland) Act 2015. The current review of that Act will explore if the legislation is doing what it set out to do and if any changes are required with a particular focus on community ownership and strengthening decision-making to improve outcomes for local communities.

To support the development of CWB legislation we have established a CWB Bill Steering Group chaired by the Minister for Public Finance, Planning and Community Wealth, with representatives from CWB pilot areas and key stakeholders across the public, private and third sectors, to provide oversight as we develop legislative proposals (full membership is detailed in Annex B).

Wider tailored engagement has also taken place with stakeholders including with local authorities, the third sector, businesses and policy organisations. We have received written feedback from the CWB pilot areas on their work and Scottish Local Authorities' Economic Development Group (SLAED) on the opportunities and barriers from a local economic development perspective. Further engagement will take place during the consultation period and we welcome the input of a broad range of groups and interests. Given CWB has been identified as a key action in tackling child poverty including within the Tackling Child Poverty Delivery Plan 2022-26¹⁷, we are working with the Poverty Alliance through the Get Heard Scotland programme to ensure the voices of those with lived experience are included and to hear from grassroots organisations during this consultation period.

Whilst local progress in implementing comprehensive CWB approaches, as well as initiatives within specific CWB pillars, is notable, our ambition is to go further and faster in embedding CWB as a core economic development measure across Scotland. Rather than focusing on discrete examples of activities within particular pillars, this consultation paper recognises that the full power of CWB is delivered through the culmination of activity and connections across all of the pillars.

The Scottish Government's objective is to develop legislation that learns from the experience of those delivering CWB 'on the ground' and provide an enabling framework to catalyse the implementation of CWB. Scotland's local authorities, community planning partnerships, Regional Economic Partnerships, wider public sector anchors, businesses, the third sector and communities need to be at the centre of driving the change required.

¹⁷ [Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022 to 2026](#)

Through the work of the CWB Bill Steering Group, CWB pilots and wider CWB engagement, a number of potential areas of opportunity to accelerate delivery of CWB have been highlighted as well as the identification of barriers. It is clear from early engagement that there is a desire for legislation to build on existing work, remove barriers and inertias, strengthen commitment and collaboration, and enable action to achieve outcomes faster.

Of course, legislation alone will not deliver CWB. In several areas, the need for culture change, capacity building across the public sector, third sector and inclusive business models, community capacity building, stronger guidance and practice, and changes to policy have all been highlighted. The Scottish Government welcomes views and additional proposals relating to those areas.

Part 2. Developing Legislation and Inspiring Change

2.1 General Advancement of the CWB Approach

2.1.1 Overview

Through this consultation we would like to explore which new powers, abilities and duties will enable local authorities, public bodies, wider community planning partners and Regional Economic Partnerships to have more individual and collective influence in taking action to support CWB in their local area or region.

In this section we invite views on a legislative proposal for the general advancement of the CWB approach through an ambitious new CWB duty.

What are we proposing

Proposal: A duty to advance CWB

The aim of the duty is to extend and deepen the implementation of CWB across Scotland, ensuring universal coverage and shared principles whilst allowing for local, regional and organisational flexibility.

We would like respondents views on three options for a CWB duty:

- **Option A)** a duty requiring Scottish Ministers and prescribed public sector bodies¹⁸ to embed the CWB model of economic development into their corporate plans and wider strategies
- **Option B)** a duty requiring those public sector bodies statutorily obliged to be involved in community planning to produce a collective CWB place-based strategy and action plan which contains specific actions across the five CWB pillars to advance the CWB model of economic development in their local authority area
 - This requirement could be taken forward at a regional level if neighbouring local authorities and their community planning partners have a preference for that approach
- **Option C)** a combined option – featuring a union of both options set out above

All of the options create different opportunities for ensuring the involvement of local communities. For **Option B and Option C**, there could be a statutory requirement to include business, third sector and communities in the development of a strategy and action plan.

In relation to the proposed CWB duty, during the consultation period we will undertake specific engagement including with, for example, local authorities, health

¹⁸ As a starter, we would propose the organisations which are covered by the Fairer Scotland Duty: [Fairer Scotland Duty: guidance for public bodies](#)

boards, community planning partnerships and Regional Economic Partnerships, in addition to wider engagement.

Why we are proposing this

The Scottish Government would like to ensure a long term and consistent commitment to CWB and that this approach becomes standard economic policy and practice, whilst tailored to the needs and opportunities of places across the country. Whilst we expect variation in the actions taken, commitment to certain principles will be essential to maximising the potential of the CWB approach for all communities.

Whilst local authorities have led the way in implementing CWB in Scotland, the approach relies on commitment of wider public sector bodies and other stakeholders. Encouraging collaboration on CWB across major public sector 'anchor' organisations is an area of importance in accelerating CWB (for example, enterprise agencies, colleges, universities and health boards and wider national public bodies). Collaboration and a commitment to a strategic framework across the five CWB pillars will avoid duplication, disparate initiatives and will ensure a whole system approach. In addition, representatives of the third sector, such as registered social landlords, business, as well as the communities themselves, must all be part of developing CWB plans and meaningfully engaged in the most appropriate manner in order to maximise the holistic benefits of the approach.

It has been perceived that CWB should be a key consideration of anchor organisations and those focused on economic development, and that it should be consistently represented in key operating plans, economic strategies and impact measures. In addition, some feedback has highlighted the need for a strategic approach to the development of CWB strategies to avoid a cluttered landscape and ensure there are no gaps in provision.

Many local authorities are collaborating with other anchor organisations via existing community planning structures or through new 'anchor networks' or Commissions. There is good practice evident in the production and agreement of CWB 'anchor charters'¹⁹ in certain geographies which can be built on through the production of CWB strategies and action plans.

Regional collaboration on CWB is already taking place across Scotland through, for example, Regional Economic Partnerships, the development of regional economic strategies and the delivery of projects through City Region and Growth Deals. Many anchor organisations span multiple local areas (including some health boards and further and higher education institutions), as do the footprints of some local businesses, therefore we encourage regional collaboration, where appropriate, to maximise benefits and avoid duplication. The systematic approach of CWB means that some Regional Economic Partnerships are placing CWB at the centre of their regional economic strategies (for example Ayrshire) to ensure a coherent approach to all investment including City Region and Growth Deals. We will facilitate

¹⁹ These are documents which commit selected local and regional anchor organisations, predominantly public sector, to specific pledges across the CWB pillars.

engagement with Regional Economic Partnerships regarding how this duty might operate at a regional level.

In line with the Place Principle²⁰, there requires to be local flexibility to respond to issues and circumstances in different places. This includes recognising the differences between urban and rural and island contexts. Delivering CWB should be cognisant of the wider context of place, simplifying the landscape by ensuring that programmes and investment work together, and are directly relevant to the specific needs of the particular environment or community and enable people to live well locally. Shared national principles and reporting could ensure high standards of implementation to unleash the potential of CWB and help address the fact that the way our economy functions has not worked for enough people and places.

Place Principle

The Scottish Government and COSLA have agreed to adopt the Place Principle to help overcome organisational and sectoral boundaries, to encourage better collaboration and community involvement, and improve the impact of combined energy, resources and investment.

It promotes a shared understanding of place, and the need to take a more collaborative approach to a place's services and assets to achieve better outcomes for people and communities. The principle encourages and enables local flexibility to respond to issues and circumstances in different places.

Through early engagement, capacity has been raised as one barrier to implementation. Feedback has also outlined the challenge of embedding a CWB culture across an anchor organisation cannot be underestimated – it is a transformational change which takes time, visible and committed senior leadership, resources, training and skills. The capacity of local communities, the third sector, micro-businesses and SMEs to drive forward CWB has also been raised by various stakeholders.

We also welcome ideas on support that can be offered to develop and implement CWB strategies, action plans and wider CWB initiatives, however respondents should be mindful of the challenging fiscal backdrop and should consider ways in which existing investment can be maximised.

From this proposed central new general duty to advance CWB we are keen to explore if there are subsequent legislative changes required across the five pillars. In the five sections which follow we outline the current legislative context, provide an overview of current policies and actions to support the delivery of the five CWB pillars whilst providing an opportunity for respondents to suggest any areas of legislative change required to maximise the potential of CWB. Please note that a number of areas across the five pillars are reserved to the UK Parliament, including employment law, company law, taxation and financial regulation.

²⁰ [Place Principle: introduction](#)

2.1.2 Questions

Q1. a) We are proposing a duty to advance Community Wealth Building, which form do you think this duty should take:

- Option A
- Option B
- Option C
- Other
- No duty

Please provide a reason for your answer.

In your answer please include views on:

- which bodies should be covered by the proposals
- how to best ensure accountability for implementation to the Scottish Parliament
- how to best ensure the involvement of local communities, business and the third sector in the implementation of the duty

To require a duty on individual public bodies then provides each with a statutory obligation to fulfill this in the way that best fits the organisations linkages to place. This better fits with the positions set out on page 16 and 17 of this consultation which state that the scale (of place) for which the duty impacts is determined by the needs of place.

In terms of addressing potential gaps; Part 2 of the Community Empowerment (Scotland) 2015 Act sets out a requirement for planning to address gaps through Outcome Improvement Plans.

There is a risk that this legislation undermines or duplicates Part 2: Community Planning, of the Community Empowerment Act if it takes forward Option B or C.

The resourcing of any plan development and subsequent action plans would be helpful to understand from the case studies and best practice referred to in the consultation as this is also a factor in delivering within limited public sector finances.

b) One way Scottish Government could support the implementation of the proposed Community Wealth Building duty is to provide statutory or non-statutory guidance. Would this be helpful to partners in meeting the proposed duty?

- Yes
- No
- Don't Know

Please provide a reason for your answer.

In your answer please include views on:

- areas in which it would be helpful for this guidance to focus on, e.g. areas to

- consider when implementing the five pillars, links to further support materials
- whether the guidance should be statutory or non-statutory

It is only helpful to have guidance if the duty is vague and there will be auditing of the duty, which requires evidence against the duty.

Q2. a) Are there other non-legislative measures that you believe are required to accelerate the implementation of the Community Wealth Building approach in Scotland?

- Yes
 No
 Don't Know

Please provide a reason for your answer:

Resourcing of the duty through necessary financial means

b) Are there specific actions required to advance delivery of the items contained within the Shared Policy Programme outlined on page 11?

- 'working within and developing procurement practices to support local economies, including Small and Medium sized Enterprises (SMEs) and micro-businesses, and improved access to training and labour markets for disadvantaged communities and individuals.
- encouraging public kitchens, including school canteens, to source more food produced by local businesses and organic producers.
- where possible, to base public sector capital and revenue funding decisions on targeted social, economic and environmental outcomes'

- Yes
 No
 Don't Know

Please provide a reason for your answer:

Resourcing of the duty through necessary financial means

2.2 Spending Pillar

2.2.1 Overview

The spending pillar of CWB is focused on maximising tangible community benefits through procurement and commissioning, developing good enterprises, promoting Fair Work and a drive to create and maintain shorter supply chains. The Scottish public sector spends approximately £14.5 billion a year buying goods, services and works in a way that can deliver the most benefit to society, contributing directly to a fully functioning wellbeing economy. Procurement projects vary hugely from large infrastructure developments, including roads and bridges (23%), to food and catering (1.2%).

The spending pillar of CWB uses the spending power of anchor organisations to better support local and regional economies including by growing local spend with SMEs, the third sector and supported businesses through activity such as:

- understanding where spend is going and increase knowledge of local suppliers;
- supporting local businesses bases and third sector to enhance their capacity to bid for public sector contracts;
- creating local supply chains to re-circulate wealth in the local and regional economy, create local jobs and support net zero and environmental ambitions;
- maximising community benefits to ensure they deliver CWB ambitions and the needs of local communities.²¹

A significant amount of work has already taken place in Scotland. The Procurement Reform (Scotland) Act 2014²², and the Procurement (Scotland) Regulations 2016²³ built on the work achieved in the reform of public procurement, providing direction to public bodies and setting out procurement responsibilities and accountabilities.²⁴ Under the terms of that Act, contracting authorities which have significant procurement expenditure need to create and annually review procurement strategies that set out how they intend to use their procurement spend to contribute to a range of national and local priorities and to the sustainable procurement duty. They are also required to publish annual procurement reports describing how their procurements have complied with their organisational procurement strategy.²⁵

The sustainable procurement duty²⁶ requires that before a contracting authority buys anything, it must think about how it can improve the economic, social and environmental wellbeing of the area in which it operates, with a particular focus on reducing inequality – and in carrying out a procurement, act with a view to securing such improvements. It also requires a contracting authority to consider how its procurement processes can facilitate the involvement of SMEs, third sector bodies

²¹ For examples of spending pillar activity see the CWB Guide: link to be inserted following publication

²² [The Procurement Reform \(Scotland\) Act 2014](#)

²³ [The Procurement \(Scotland\) Regulations 2016](#)

²⁴ [The Procurement Reform \(Scotland\) Act 2014](#)

²⁵ [Scottish Government procurement strategy: April 2022 to March 2024](#)

²⁶ More information on the sustainable procurement duty is available here: [Public sector procurement](#).

and supported businesses, and how public procurement can be used to promote innovation.

Statutory²⁷ and non-statutory²⁸ guidance has been published to help public bodies comply with the sustainable procurement duty and support sustainable procurement. The guidance is framed in terms of Scotland's purpose and outcomes meaning that in the process of complying with the sustainable procurement duty, a contracting authority will also be contributing to national priorities including Fair Work, the Economy, the Environment and Human Rights. For example, compliance with the sustainable procurement duty underpins the contribution that a contracting authority makes to addressing climate change in the course of its procurement activity. To reinforce this connection, the Scottish Government encourage contracting authorities to refer to the same information in climate and procurement reporting.²⁹

We are working to improve access to public contracts for SMEs, the third sector and supported businesses. This includes business support, splitting larger requirements into smaller lots, making it easier for smaller firms to bid for work. Figures show that 11,025 new contracts were advertised through the national Public Contracts Scotland (PCS) Advertising Portal in 2020-21. Of these, 92% were for low value contracts and 78% were 'Quick Quotes', a simpler method of competing contracts than that required for high value/high risk procurements. Some 15,656 suppliers were awarded public contracts through PCS, of which 76% were SMEs, 73% were Scottish-based, and 59% were Scottish-based SMEs.

Community benefit requirements are defined in the Procurement Reform (Scotland) Act 2014 as contractual requirements imposed by a contracting authority.³⁰ They are intended to complement other economic, social and environmental considerations in the Act, in particular, the sustainable procurement duty.³¹ Guidance on community benefits places an emphasis on tailoring community benefits to the individual procurement and the place-based benefits that might accrue. Detail and examples of this approach are included in the Scottish Government policy note on Measuring Social Impact in Public Procurement.³²

Fair Work First is the Scottish Government's policy for driving high quality and Fair Work across the labour market in Scotland by applying Fair Work criteria to procurement, grants, other funding and contracts being awarded by and across the public sector. For example, we announced in October 2021 that companies bidding

²⁷ [Procurement Reform \(Scotland\) Act 2014: statutory guidance](#)

²⁸ [Sustainable Procurement Tools](#)

²⁹ [Public sector leadership on the global climate emergency: guidance](#)

³⁰ They are defined in the Procurement Reform Act as: a community benefit requirement is a contractual requirement imposed by a contracting authority

(a) relating to:

(i) training and recruitment, or

(ii) the availability of sub-contracting opportunities, or

(b) which is otherwise intended to improve the economic, social or environmental wellbeing of the authority's area in a way additional to the main purpose of the contract in which the requirement is included.

³¹ [Public sector procurement: Sustainable Procurement Duty](#)

³² [Measuring social impact in public procurement: SPPN 10/2020](#)

for Scottish Government contracts will routinely have to pay the real Living Wage (more information on Fair Work First is provided in section 2.3).³³

Increasing public procurement spend with Scottish companies and SMEs is a long-standing priority for the Scottish Government. Extensive benchmarking has shown Scottish public procurement approaches have made great progress. Whilst we have ambitions to do more, further progress will not be without its challenges. We are continuing to listen to Scottish businesses and third sector through a variety of forums, helping to test and inform public procurement approaches to ensure our approaches are flexible and scalable for SMEs and the third sector.

Wider activity underway to grow local spend in Scotland includes:

- funding a spend analysis tool for all local authorities to help them to identify opportunities to develop their local supply base;
- funding the Supplier Development Programme to ensure that SMEs, third sector organisations and supported businesses who wish to bid and win for public contracts have support to increase their competitive capability;
- the Supply Chain Development Programme is a key part of NSET and aims to improve the capacity, capability and development of Scottish supply chains; and
- prime contractors are encouraged to use the PCS advertising portal to facilitate access of subcontracting opportunities to SMEs, the third sector and supported businesses.³⁴

This work takes place in an environment where international trade agreements and investment rules, including those governed by the World Trade Organisation, afford reciprocal access to public contracts. Simply preventing foreign firms from bidding for Scotland's public contracts would not only risk breaching international trade rules but could also limit opportunities for Scottish firms to export their goods and services to other countries. Therefore, work to make public contracts accessible to Scottish businesses takes place alongside work to build business capacity and capability to participate in national and international markets.

The Scottish Government recently consulted on a Circular Economy Bill and Waste Route Map which will help advance a zero waste and circular economy. Not only does this benefit the environment, a more circular economy can strengthen communities by providing local employment opportunities and lower cost, more sustainable access to the goods we need. This is also more self-sufficient as it reduces our reliance on imported goods and materials, and provides increased economic resilience.

Additionally, the Scottish Government will update Catering for Change, which will set out principles in relation to sustainable procurement of food and catering services in the public sector to align public procurement behind sustainable, low carbon farming and food.

³³ [Fair Work First: guidance Fair work and procurement](#)

³⁴ [Advertising subcontracting opportunities on the Public Contracts Scotland \(PCS\) website: SPPN 5/2019](#)

The Good Food Nation (Scotland) Act provides an over-arching framework for clear, consistent and coherent future Scottish food policy, which applies to the national as well as the local level. The Act places duties on Scottish Ministers and certain public authorities (including local authorities and health boards) to produce plans of their policies in relation to food and set out what they will do to make those plans real. When preparing the plans, Scottish Ministers and relevant authorities will be required to give consideration to a number of high level principles set out in the Good Food Nation (Scotland) Act. This includes the principle ‘that each part of the food system and supply chain plays an important role in the provision of food’.

In order to achieve the ambitions of the spending pillar of CWB, and go beyond existing legislation, policies and guidance, as part of early engagement stakeholders have suggested a focus on the following areas:

- review the national, sectoral, local and regional frameworks and contracts to ensure that the arrangements in place ensure logical groupings that facilitate access to SMEs, the third sector and supported businesses;
- further investment in supplier development capacity and to improve knowledge of local supplier within anchor organisations;
- investment in capacity to support linkages between local procurement teams and economic development;
- explore opportunities for joint procurement between anchor organisations;
- develop the content of annual procurement strategies and reports to demonstrate how the procurement activity of individual public bodies contributes to CWB;
- an improved focus on place-based thinking in the use of community benefits and reporting to reflect how this is being achieved.

2.2.2 Questions

Q3. Are there ways in which the law could be changed to advance the spending pillar of Community Wealth Building?

- Yes
- No
- Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined above which have arisen from early engagement.

[Click or tap here to provide a reason for your answer.](#)

2.3 Workforce Pillar

2.3.1 Overview

The workforce pillar of CWB is focused on driving Fair Work practices and creating meaningful labour market opportunities in local communities that support wellbeing through actions such as:

- anchor organisations and employers committing to Fair Work practices;
- payment and promotion of the real Living Wage;
- providing appropriate channels for effective voice;
- action to create more diverse and inclusive workplaces;
- seeking to recruit locally and from groups often excluded from the labour market;
- support for skills development, in work progression and employee wellbeing, including for those at risk of potential exclusion from labour market in the future.³⁵

Although the Scotland Act 2016 transferred powers to Scotland to provide employment support for disabled people and those at risk of long term unemployment, all other aspects of employment law and industrial relations remain reserved to the UK Parliament, including employment rights, trades unions, equality and health and safety. This means that the Scottish Government is limited in what it can do to influence changes in workplace practices. We are doing all that we can with the levers available to us to encourage employers to adopt fair working practices. The Scottish Government has recently published a refreshed Fair Work Action Plan, incorporating a refresh of the Gender Pay Gap Action Plan, Disability Employment Gap Action Plan and actions derived from Anti-Racist Employment Strategy.

The Fair Work Convention, which independently advises the Scottish Government on Fair Work, published its Fair Work Framework in 2016. It sets a vision that, by 2025, people in Scotland will have a world-leading working life where Fair Work drives success, wellbeing and prosperity for individuals, businesses, organisations and society. The Fair Work Framework defines Fair Work as work that offers effective voice, respect, security, opportunity and fulfilment; it balances the rights and responsibilities of employers and workers, and can generate benefits for individuals, organisations and society.³⁶ NSET includes a commitment to take further steps to remove barriers to employment and career advancement for disabled people, women, those with care experience and people from minority ethnic groups.

Fair Work means increased financial security, greater independence, and better physical health and mental wellbeing. It means equal opportunities at work, including to learn, develop and progress, and to enjoy a culture and environment free of bullying and discrimination, helping people live more fulfilling lives. Fair Work is also a model for innovation and success, with many employers in Scotland already

³⁵ For examples of workforce pillar activity see the [EDAS: CWB Guide](#) and the Refreshed Fair Work Action Plan: [Fair Work action plan: becoming a leading Fair Work nation by 2025](#)

³⁶ Find our more information here: [Fair Work Convention](#)

implementing Fair Work practices, providing safe and secure working environments and promoting positive workplace cultures where staff are engaged and have their voices heard. There are also a range of business benefits to adopting Fair Work practices. A report published by Carnegie UK and The RSA indicates that higher quality work, like higher pay, can serve as a spur to greater work satisfaction and motivation, thus leading to higher levels of workplace productivity.³⁷

While progress has been made to support workers access and sustain Fair Work, more needs to be done to ensure that we remove the barriers so that all workers can experience the benefits of Fair Work and achieve the outcomes as set out in our aims. The key objectives are:

- increasing the number of people paid at least the real Living Wage and on stable contracts;
- work with employers, workers and trade unions to strengthen effective voice, through a range of appropriate channels;
- support employers to adopt flexible working practices;
- reduce the Gender Pay Gap for employees in Scotland by the end of this parliamentary term (May 2026), and to maintain or where possible improve our position relative to the UK as a whole and our international neighbours;
- reducing the Disability Employment Gap to 18.7 percentage points (p.p.) by 2038, therefore halving the gap from the baseline in 2016;
- improving labour market outcomes for racially minoritised people and increase the impact of actions taken forward by employers to address racial inequality.

As highlighted in section 2.2, Scottish Government has published Fair Work First guidance which supports employers and public sector partners to adopt fair working practices by applying Fair Work criteria to grants, other funding and contracts being awarded by and across the public sector, where it is relevant to do so. Fair Work First asks employers to commit to:

- appropriate channels for effective voice, such as trade union recognition;
- investment in workforce development;
- no inappropriate use of zero hours contracts;
- action to tackle the Gender Pay Gap and create a more diverse and inclusive workplace;
- payment of the real Living Wage;
- offer flexible and family friendly working to all workers from day one of employment;
- oppose the use of fire and rehire practices.

In line with the Bute House Agreement, we have strengthened our approach to conditionality by introducing a requirement on public sector grants recipients to pay at least the real Living Wage to all employees and to provide appropriate channels for effective workers' voice, such as trade union recognition. The requirement will apply from 1 July 2023.

The Scottish Government actively champions the real Living Wage which helps to ensure peoples' basic pay meets the cost of living and is a key area of focus of

³⁷ [Can Good Work Solve the Productivity Puzzle](#)

actions to tackle child poverty. We fund the Poverty Alliance to run the Scottish Living Wage Accreditation initiative which includes the Living Wage Places programme.³⁸ Scottish Enterprise, in conjunction with the Scottish Government, Fair Work Convention and other partners, have developed a Fair Work Employer Support Tool to help employers understand and fully embed the dimensions of Fair Work.³⁹

An example of Fair Work in practice is the South of Scotland Enterprise Act 2019 inclusion of a requirement for South of Scotland Enterprise to establish a committee to advise it on what might be done to advance the interests of workers in the South of Scotland.⁴⁰

The Scotland Act 2016 transferred new powers to Scotland to provide employment support for disabled people and those at risk of long term unemployment. The changes took effect in April 2017 and we are taking action to help those facing the greatest barriers to work to find and stay in jobs, through Fair Start Scotland.⁴¹

The No One Left Behind approach is focused on placing people at the centre of the design and delivery of employability services and aims to deliver a system that is more responsive to the needs of people of all ages who want help and support on their journey towards and into work - particularly people with health conditions, disabled people and others who are disadvantaged in the labour market. To realise our ambitions for No One Left Behind, Scottish and Local Government are working collaboratively and with other partners in the public, private and third sector through Local Employability Partnerships (LEPs) in each local area. LEPs bring together a range of partners to develop a strategic approach to planning, implementation and delivery of employment support in a way that meets the needs of individuals and emerging local labour market demands.⁴²

As part of early engagement on CWB legislation stakeholders have suggested a focus on the following areas:

- taking further steps to encourage anchor organisations to pay the real Living Wage and become Living Wage accredited;
- anchor organisations should develop and commit to local or regional fair employment charters, these could include a focus on seeking to recruit locally and from groups that are often excluded from the labour market.

The Scottish Government is limited currently in what it can do in terms of legislation to advance the workforce pillar given that employment law is a reserved area, therefore we make no legislative proposals in relation to this pillar. We launched the Fair Work Nation consultation in 2021 which requested views on the opportunities, challenges and the actions that need to be taken for Scotland to become a Fair Work Nation. Some respondents offered suggestions for what the Scottish Parliament could do with full control of employment law.⁴³

³⁸ [Living Wage Programme](#)

³⁹ [Fair Work Employer Support Tool](#)

⁴⁰ [South of Scotland Enterprise Act 2019](#)

⁴¹ [Fair Start Scotland](#)

⁴² [No One Left Behind: delivery plan](#)

⁴³ Analysis of Fair Work Nation consultation responses available here: [Becoming a Fair Work Nation: consultation analysis](#)

2.3.2 Questions

Q4. Employment law is reserved to the UK Parliament. Are there other devolved areas where the law could be changed to advance the workforce pillar of Community Wealth Building?

- Yes
- No
- Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined above which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament. We will cross-reference to responses received as part of the Fair Work Nation consultation which was held in 2021.

[Click or tap here to provide a reason for your answer.](#)

2.4 Land and Property Pillar

2.4.1 Overview

The land and property pillar seeks to grow the social, ecological, financial and economic value that local communities gain from land and property assets. This pillar focuses on maximising the use of land and property including through:

- productive and sustainable use of land and assets to support communities and enterprise;
- promoting and enabling diversified ownership and management of land and buildings;
- supporting community capacity building to grow community ownership;
- tackling vacant and derelict land and buildings to support regeneration including within town centres, increase community wellbeing, create employment opportunities, tackle climate change and protect our natural capital.⁴⁴

The use and ownership of Scotland's land is one of the central issues for the future of our environment, our society and our economy. As a result of the Land Reform Acts of 2003 and 2016 and the Community Empowerment Act of 2015, Scotland has taken significant steps forward in supporting and enabling communities to have greater opportunity to own or to influence the use of the land and property on which they live.

A consultation on the next Land Reform Bill was launched in July 2022 building on Programme for Government 2021-22 and Bute House Agreement commitments. The next Land Reform Bill will be introduced by the end of 2023 and will make important changes to the framework of law and policy that govern the system of ownership, management and use of land in Scotland.⁴⁵

The Land Reform Bill aims to address long-standing concerns about the highly concentrated pattern of land ownership in rural areas of Scotland. Proposed measures include:

- the introduction of a public interest test for transfers of large-scale landholdings;
- a requirement on owners of large-scale holdings to give prior notice to community bodies of their intention to sell;
- a requirement on those seeking land-based subsidies to have the land registered in the Land Register, to ensure transparency around who benefits from public funding;
- strengthening the Land Rights and Responsibilities Statement⁴⁶.

In addition, the consultation focused on how to ensure communities benefit from future investment in Scotland's natural capital, greater transparency around land and asset ownership and on the future role of taxation in respect of land reform. These proposals all have the potential to contribute to the ambitions of CWB.

⁴⁴ For examples of land and property pillar activity see the [EDAS: CWB Guide](#)

⁴⁵ [Land reform in a Net Zero Nation: consultation paper](#)

⁴⁶ [Scottish land rights and responsibilities statement](#)

The Community Empowerment (Scotland) Act 2015 has provided a legal framework to promote and encourage community empowerment and participation, creating new rights for community bodies and placing new duties on public authorities. The review of the Community Empowerment Act was launched in July 2022 and will include a focus on community right to buy and asset transfer.

Local authorities already have broad compulsory purchase powers, which can be used for a wide range of purposes – including bringing vacant and derelict land and property back into productive use. We will separately be taking forward work to reform and modernise compulsory purchase legislation in Scotland to establish a fairer, quicker and more effective system for assembling land required to deliver development, regeneration and infrastructure projects in the public interest.

Local authorities also have existing mechanisms for securing financial or in-kind contributions to community facilities and infrastructure (sometimes referred to as ‘developer contributions’) from those undertaking development – for example, through Section 75 planning obligations.⁴⁷ As part of the Scottish Government’s ongoing review of existing land value capture mechanisms, we recently published independent research on the effectiveness of using planning obligations for these purposes. The research estimated that approximately £0.5 billion was agreed through existing developer contribution mechanisms in Scotland in 2019/20.⁴⁸ The findings from this research will inform our consideration of future reforms in this area, including the introduction of a new infrastructure levy under powers in the Planning (Scotland) Act 2019.

National Planning Framework 4 (NPF4) promotes an ‘infrastructure first’ approach to planning, through which infrastructure needs and developer contribution requirements are robustly evidenced and clearly articulated at the plan-stage. This approach is intended to provide greater certainty for all parties – including communities – about the impacts that new development will have on infrastructure and the contributions developers are expected to make. Front-loading infrastructure considerations through the plan-making process will provide communities with greater opportunity to get involved and ensure their needs are considered.

NPF4 sets out how our approach to planning and development will help to achieve a net zero, sustainable Scotland by 2045. It contains a policy in relation to CWB which outlines that: local development plans should be aligned with any strategy for CWB for the area; spatial strategies should address CWB priorities; identify community assets; set out opportunities to tackle economic disadvantage and inequality; and seek to provide benefits for local communities. Development proposals which contribute to local or regional CWB strategies and are consistent with local economic priorities will be supported, as will proposals linked to community ownership and management of land. NPF4 also includes a policy in relation to brownfield, vacant and derelict land and empty buildings, specifying that local development plans should set out opportunities for the sustainable reuse of brownfield land including vacant and derelict land and empty buildings, which contributes towards the CWB land and property pillar

⁴⁷ [Planning Obligations: Section 75](#)

⁴⁸ [Planning - the value, incidence and impact of developer contributions: research](#)

aims. Policy also seeks to direct development to existing city, town local and commercial centres and supports sustainable rural communities, limiting out-of-town and greenfield development.⁴⁹

The Scottish Land Commission has produced guidance for public bodies that own, manage, use, and influence the use of, land and buildings in Scotland, to help organisations to take actions that support CWB.⁵⁰

Scotland benefits from our well established programmes that continue to support place-based community-led regeneration, which enable and create the conditions that can support the delivery of the CWB approach. The Place Based Investment Programme (PBIP) is built on the experience and success of the Regeneration Capital Grant Fund, delivered in partnership with COSLA. The PBIP, underpinned by the Place Principle, seeks to ensure that the investment in our communities and places, such as our town centres and 20 minute neighbourhoods, are community led, making sure that money spent in places has the greatest collective benefit and meets the needs and aspirations of local communities. Our Strengthening Communities Programme helps to develop community capacity and sustainability.

The Scottish Government is also currently carrying out a consultative process to develop a new Agriculture Bill, this includes draft enabling powers for Rural Community Led Development and Rural Networking to advance rural development. The new Agriculture Bill provides the opportunity to deliver both new and further support mechanisms relating to the wider management and utilisation of Scotland's natural assets that further rural development while still remaining aligned with EU outcomes. The new Agriculture Bill will, in particular, allow action and financial support to activities to contribute directly to rural and island communities whilst also enabling and supporting collaboration to allow capacity building and positive change. This potential lever offers an opportunity to build on the existing LEADER network in rural and island areas to increase community and micro enterprise capacity.⁵¹

As part of early engagement on CWB legislation stakeholders have suggested a focus on the following areas:

- review compulsory purchase powers and the case for introducing alternative land assembly mechanisms such as compulsory sales orders;
- explore the scope of existing mechanisms for securing development contributions, such as Section 75 planning obligations;
- explore new mechanisms for enabling land value uplifts to be reinvested in economic, social and community facilities.

These matters will be considered in detail through separate workstreams. In doing so, it will be important to ensure that any new mechanisms – or changes to existing ones – are fair to all parties, comply with human rights obligations and maintain incentives to make land available for development.

⁴⁹ [Revised Draft NPF4](#)

⁵⁰ [The Scottish Land Commission: Guidance](#)

⁵¹ [Delivering our Vision for Scottish Agriculture. Proposals for a new Agriculture Bill](#)

2.4.2 Questions

Q5. Are there ways in which the law could be changed which are not already covered in the proposals for the Land Reform Bill to advance the land and property pillar of Community Wealth Building?

- Yes
- No
- Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined above which have arisen from early engagement.

[Click or tap here to provide a reason for your answer.](#)

2.5 Inclusive Ownership Pillar

2.5.1 Overview

The inclusive ownership pillar aims to develop models of ownership that enables the wealth generated in a community to stay in that locality, including:

- promotion of more generative forms of business models including locally-owned businesses, employee ownership, co-operatives, social enterprises and community enterprises;
- transition of existing companies to employee ownership;
- transition of existing companies to asset or mission locked social enterprises;
- encouraging citizens, communities and the third sector to play a greater role in ownership and control of assets within the economy;
- public ownership for public good as appropriate.⁵²

A numbers of areas regarding the ownership and taxation of companies are reserved to the UK Parliament. The Scottish Parliament has limited powers when it comes to taxation. Under the current devolution settlement, the vast majority of tax powers remain reserved to the UK Parliament. This constrains what the Scottish Government can do in relation to tax policy. In addition, company law is a reserved area as part of the Companies Act.

As part of NSET, we have committed to a review of how best to increase the number of social enterprises, employee-owned businesses and cooperatives in Scotland. This review will help inform the development of a key pillar of CWB and therefore we will consider any legislative proposals arising from that review which will report by the end of 2023.

Scotland already has a strong track record in these areas. The Social Enterprise Strategy, which was co-produced with the sector and launched in 2016, sets out a wide-ranging, ambitious and long term programme to develop the potential of Scotland's social enterprise sector. The strategy sets out 3 key priorities: stimulating social enterprise; developing stronger organisations; and realising market opportunities. The strategy is accompanied by a series of three-year action plans which describe the evolving commitments, initiatives and programmes that will deliver on the long term priorities set out in the strategy. The latest Social Enterprise Action Plan was published in March 2021 and details how we will work across the public sector and with partners to build forward and put the social enterprise model at the heart of Scotland's recovery.

Key achievements to date include:

- establishing an enhanced national intermediary body through Social Enterprise Scotland, to represent the whole of the social enterprise sector across Scotland and provide one clear voice advocating for it;
- significant progress with the national schools programme funded by the Scottish Government and run through the Social Enterprise Academy which will ensure that by 2024 every school child will have the opportunity to engage with a social enterprise project at school;

⁵² For examples of inclusive ownership pillar activity see the [EDAS: CWB Guide](#)

- enhanced tailored business support to the third sector including start up, scaling up, business recovery and leadership development and support through the world-leading Scottish Government funded business support to the third sector currently delivered via Just Enterprise;
- new funding for a range of targeted programmes, established to stimulate and grow social enterprise activity at home and internationally as well as stimulate innovation and test new models of funding including through key delivery partners such as Firstport, Social Investment Scotland, Community Enterprise in Scotland and Social Enterprise Scotland.

The Scottish Government has an ambition for 500 employee-owned business in Scotland by 2030. The Scottish Government has supported the establishment of an employee ownership Industry Leadership Group – Scotland for Employee Ownership (SfEO) – which will empower the employee ownership sector to direct its own development. Scottish Enterprise delivers ownership succession support to companies, where employee ownership is significantly highlighted as a fairer, more inclusive option. Research findings published by Co-operative Development Scotland in 2021 (conducted by the University of St Andrews) showed that employee owned businesses were more resilient than non-employee owned businesses during the Covid-19 pandemic. A significant focus on people, job security, health, equality and wellbeing led to increased business turnover and improved staff retention at a time when many businesses experienced the opposite.⁵³

Co-operative business models can play a critical role in economic recovery, supporting the Scottish Government's aim to create a fairer, stronger and more democratic economy. We will continue to work through Co-operative Development Scotland and the enterprise agencies to support the growth of co-operatives, employee-owned businesses and other inclusive business models.

Support for co-operative development is delivered by Co-operative Development Scotland and is focused on:

- the promotion of the co-operative model, including employee ownership models;
- the direct provision of advice and information to start up co-operatives and others seeking growth opportunities;
- the dissemination of best practice in relation to business development;
- the provision of training in co-operative business skills; and
- a source of research and data on the scale and impact of the co-operative enterprise activity in Scotland.

Key recent Co-operative Development Scotland achievements include:

- in financial year 2021-22, Co-operative Development Scotland reached 128 attendees via four succession masterclasses, held two professional adviser webinars and hosted a webinar exploring platform co-operatives in partnership with Co-operatives UK as well as a partnership event dedicated to community co-operatives;
- in financial year 2022-23, Co-operative Development Scotland has extended its programme of partnership events dedicated to community co-operatives

⁵³ [Scottish Enterprise: Employee Owned Business](#)

including two events providing CPD (Continuing Professional Development) to upskill development officers and businesses advisors;

- Co-operative Development Scotland have supported 20 new co-operatives in both 2020-21 and 2021-22. To date this year (2022-23) 11 co-operatives are receiving support across the spectrum of community, consortia and platform co-operatives;
- Co-operative Development Scotland have support 39 employee ownership feasibility studies in 2021-22 with 25 adopting employee ownership (2020-21 figures are 29 taken to feasibility and 22 adopting employee ownership);
- Co-operative Development Scotland have responded to 78 employee ownership enquiries this year (2022-23) to date, taking 25 to feasibility stage so far.⁵⁴

In addition, Co-operative Development Scotland have partnered with Youth Enterprise Scotland (YE Scotland) on a new initiative which provides the first comprehensive source of information on inclusive, values-led business models for young people. Together they aim to inspire young entrepreneurs to set up companies with a social or environmental purpose. YE Scotland have reported that the young people they work with are increasingly interested in developing businesses with a social and/or environmental purpose.⁵⁵

NSET includes a commitment to build on the findings from the Business Purpose Commission⁵⁶, to inform how businesses can deliver positive impacts on prosperity, wellbeing and environmental sustainability. This will recognise that businesses which take a long term (inter-generational) view of their stakeholder commitments fare better in times of crisis, including during the pandemic. The Business Purpose Commission proposed recommendations aimed at business, the Scottish Government and the UK Government. The Scottish Government is primarily interested in ways it can, within its devolved competencies, promote purposeful business and support companies to develop purpose driven approaches.

The Community Empowerment Act 2015 covers eleven different topics including areas concerned with community ownership such as community right to buy and asset transfer. As highlighted in section 1.4 and 2.4, the review of this Act will have a particular focus on community ownership and strengthening decision-making to improve outcomes for the local community. We recognise the need for community capacity building, particularly in more fragile communities, to support communities to participate in or lead CWB activities.

As part of early engagement on CWB legislation stakeholders have suggested a focus on the following areas (please note: a number of these suggestions, for example employee right to buy, Marcora Law and exploring incentives are proposals in which the Scottish Government is limited where it can act given they cover reserved matters):

- greater recognition of the role of inclusive business models in the economy;

⁵⁴ Figures from November 2022

⁵⁵ [YE Scotland: Young people developing businesses with a social and/or environmental purpose](#)

⁵⁶ [Business Purpose Commission](#)

- availability and accessibility of start-up support for the establishment of inclusive business models;
- greater acknowledgement of the role of support organisations and the need to ensure they are adequately resourced to maintain and grow outputs;
- a duty for business support services to consider the distinct needs of inclusive business models and to promote these models;
- preparatory work with public sector bodies to improve understanding of inclusive business models in advance of supporting the development of CWB plans and their subsequent implementation;
- a need to increase the knowledge and improve the culture around cooperatives to support new cooperative enterprises or transitions across Scotland;
- supplier development support for inclusive business models including social enterprises to build capacity;
- explore incentives to encourage the establishment of inclusive business models;
- an 'employee right to buy' when a business is put up for sale which allows a window for employees to consider developing a bid and raising the finances;
- a 'Marcora law'⁵⁷ which would give workers support to organise a co-operative buyout or rescue when a business is up for sale or under threat. Whilst the Scottish Government would be keen to further explore suggestions around employee right to buy and Marcora law, these proposals are heavily focused on reserved matters.

2.5.2 Questions

Q6. Are there ways in which the law could be changed to advance the inclusive ownership pillar of Community Wealth Building?

- Yes
- No
- Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined above which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament.

[Click or tap here to provide a reason for your answer.](#)

⁵⁷ The 'Marcora Law' is named after an Italian law introduced in 1985 and gives workers support to organise a co-operative buyout or rescue when a business is up for sale or under threat. The Marcora Law legislates for the state to utilise specific powers to redirect welfare expenditure towards worker buy-outs – specifically, via a fund which invests in the share capital of a 'phoenix' co-operative, matching up to three times what the employees invest, by capitalising up to three years' unemployment benefit. The

employees forgo the right to unemployment benefit during that period, should the co-operative fail. With powers over welfare expenditure, employment, and industrial relations not within the devolved competence of the Scottish Government, the Marcora Law is not directly replicable in the Scottish context. (Source: [Owning the workplace, securing the future](#))

2.6 Finance Pillar

2.6.1 Overview

The finance pillar of CWB aims to increase flows of investment within local economies by harnessing the wealth that exists locally and directing wealth to tackle inequality, including through:

- promoting the development and use of progressive forms of finance including credit unions and Community Development Finance Institutions (CDFIs);
- ensuring micro-businesses and SMEs have access to finance;
- promoting and harnessing social investment;
- value-led responsible investment;
- incorporating clear CWB criteria into public forms of investment and business cases.⁵⁸

It should be noted that financial regulation is a reserved matter and therefore we do not make legislative proposals in relation to financial regulation. The Financial Conduct Authority (FCA) regulates the financial services industry in the UK.

There is already a wealth of activity across Scotland in support of the above. This includes:

- the Affordable Credit Loan Fund which supports the affordable credit sector by enabling social lenders, such as CDFIs, to provide access to affordable credit to low income households;
- in response to a recommendation from the Carnegie UK Trust's Advancing Affordable Credit report in February 2022, Scottish Government launched a national affordable credit marketing campaign to promote awareness of the community lending sector;
- the Scottish Community Lenders Fund supported both credit unions and CDFIs to promote the availability of affordable credit and strengthen the balance sheet of affordable credit providers;
- Social Investment Scotland offers loan funding and business support for social enterprises, charities and community groups looking to make a positive impact on people's lives, society or the environment;
- the Catalyst Fund delivered through Firstport offers ambitious social enterprises who have potential to deliver significant social impact but are unable to access existing social investment products;
- access to finance for SMEs including through Business Loans Scotland and DSL Business Finance Ltd;
- the Scottish National Investment Bank (the Bank) provides long term patient capital to help crowd in private investment into Scottish businesses and projects. The Bank's missions are to; address net zero, improve places and harness innovation while also promoting equality, diversity and fair work across its partners and investees;
- NSET includes a commitment to develop a values-led high-integrity market for responsible investment in natural capital. This commitment, including more detail on Government's expectation on community engagement and

⁵⁸ For examples of finance pillar activity see the [EDAS: CWB Guide](#)

community benefit from this market, is set out in more detail in the Interim Principles for Responsible Investment in Natural Capital published in March 2022⁵⁹, and is supported by the Government's Land Rights and Responsibilities Statement⁶⁰ and related Scottish Land Commission guidance;

- the Scottish Taskforce for Green and Sustainable Financial Services launched in February 2022 will focus on capitalising on the opportunities of financing the global shift to net zero;
- the Scotland Loves Local programme aims to help revitalise communities and town centres, increasing footfall and activity by encouraging people to shop locally.

As part of early engagement, some stakeholders have suggested a focus on the following areas:

- exploring if CWB principles and standard criteria could be built into funding and funding assessment criteria;
- encouraging investment funds including, for example, pension funds, to be directed to build local wealth;
- greater recognition of the role of credit unions and CDFIs and explore the establishment of community banks.

2.6.2 Questions

Q7. Are there ways in which the law could be changed to advance the finance pillar of CWB?

- Yes
- No
- Don't Know

Please provide a reason for your answer. In your response you may wish to consider the stakeholder suggestions outlined above which have arisen from early engagement. You may also wish to consider areas that the Scottish Government could work with the UK Government on if you have proposals regarding changes to the law which remain reserved to the UK Parliament.

[Click or tap here to provide a reason for your answer.](#)

⁵⁹ [Interim Principles for Responsible Investment in Natural Capital](#)
⁶⁰ [Scottish land rights and responsibilities statement](#)

Part 3. Next Steps

3.1 Responding to this consultation

The Community Planning team is coordinating a joint response on behalf of the Argyll and Bute Community Planning Partnership.

Please return your contributions to lucy.dunbar@argyll-bute.gov.uk by 5pm on Thursday 6th April 2023.

Contributions will be compiled into a draft joint response by Thursday 20th April 2023 and then submitted by the deadline of 25 April 2023.

3.2 Handling your response

Please note that this joint response on behalf of the Argyll and Bute Community Planning Partnership will be submitted with the indication that it may be published.

If you wish to respond with any comments that you would prefer not to be published, please complete a separate individual response using the Scottish Government's consultation hub, Citizen Space (<http://consult.gov.scot>). Access and respond to this consultation online at [Scot Gov-Citizen Space-CWB](#).

If you respond using the consultation hub, you will be directed to the About You page before submitting your response. Please indicate how you wish your response to be handled and, in particular, whether you are content for your response to be published. If you ask for your response not to be published, we will regard it as confidential, and we will treat it accordingly.

All respondents should be aware that the Scottish Government is subject to the provisions of the Freedom of Information (Scotland) Act 2002 and would therefore have to consider any request made to it under the Act for information relating to responses made to this consultation exercise.

If you are unable to respond via Citizen Space, please complete and return the Respondent Information Form included in this document.

To find out how we handle your personal data, please see our privacy policy: <https://www.gov.scot/privacy>

3.3 Next steps in the process

Where respondents have given permission for their response to be made public, and after we have checked that they contain no potentially defamatory material, responses will be made available to the public at <http://consult.gov.scot>. If you use the consultation hub to respond, you will receive a copy of your response via email.

Following the closing date, all responses will be analysed and considered along with any other available evidence to help us. Responses will be published where we have been given permission to do so. An analysis report will also be made available.

3.4 Comments and complaints

If you have any comments about how this consultation exercise has been conducted, please send them to the contact address above or at: communitywealthbuildingconsultation@gov.scot

3.5 Scottish Government consultation process

Scottish Government consultation process Consultation is an essential part of the policy-making process. It gives us the opportunity to consider your opinion and expertise on a proposed area of work.

You can find all our consultations online: <http://consult.scotland.gov.uk>. Each consultation details the issues under consideration, as well as a way for you to give us your views, either online, by email or by post.

Responses will be analysed and used as part of the decision-making process, along with a range of other available information and evidence. We will publish a report of this analysis for every consultation. Depending on the nature of the consultation exercise the responses received may:

- indicate the need for policy development or review;
- inform the development of a particular policy;
- help decisions to be made between alternative policy proposals;
- and be used to finalise legislation before it is implemented.

While details of particular circumstances described in a response to a consultation exercise may usefully inform the policy process, consultation exercises cannot address individual concerns and comments, which should be directed to the relevant public body.

Annex A – Overview of CWB Activity in Scotland

There has been significant progress in implementing CWB in Scotland over the past few years. The purpose of this Annex is to provide a high level overview of examples of CWB activity in Scotland and it is not intended to be exhaustive.⁶¹

The Scottish Government has supported five pilot areas to develop bespoke CWB action plans, covering a range of actions across the five pillars of CWB.⁶²

CWB Pilots

Clackmannanshire

Clackmannanshire are progressing CWB activity including in relation to the Gender Pay Gap and real Living Wage, ownership considerations in high street regeneration, growing local supply chains and a community benefits wish list.

Fife/Tay Cities

Fife are focusing on a number of areas including growing local spend, delivering employability funding through a CWB lens to support lone parents, deepening the role of community finance and using land as a tool to achieve net zero. The learning will be shared with the wider Tay Cities region.

Glasgow City Region

Glasgow City Region are focused on bringing vacant and derelict land into more productive use and are pursuing sustainable procurement within the construction sector aiming to develop benefits for Scottish firms with a securer pipeline for apprenticeships and more local jobs. Glasgow City Region are now developing plans to advance CWB across all five pillars of the approach.

South of Scotland

The South of Scotland Regional Economic Partnership are incorporating CWB across its regional economic strategy, and South of Scotland Enterprise, working with partners, have a deep dive focus on the role of housing sector in developing South of Scotland supply chains, particularly in green retrofitting of housing stock.

Western Isles

Western Isles have focused on areas such as enhancing awareness and application of land rights and responsibilities for greener and more locally productive use and deepening the links between employability programmes and local skills needs, in addition to activity across other CWB pillars.

⁶¹ Further examples are available here: insert links to CWB Guide

⁶² [Scottish Hub for Regional Economic Development](#)

North Ayrshire Council and Ayrshire Growth Deal

North Ayrshire Council launched Scotland's first CWB strategy in May 2020 committing the Council to deliver an ambitious range of CWB activity at a local level and through collaboration with regional partners.⁶³

Scottish Government committed £3 million through the Ayrshire Growth Deal to advance CWB across the region. The funding is supporting new Community Wealth Building officers to support local businesses and community organisations deliver Community Wealth Building ambitions; a regional CWB Fund to advance this activity; and a dedicated Fair Work Ayrshire team who will work closely with Ayrshire anchor organisations and major employers to establish Ayrshire as a Fair Work region.⁶⁴

This builds on wider CWB activity in the Ayrshire region including: an Ayrshire-wide Community Wealth Building Commission containing key anchor organisations including health, further education, police, fire, Scottish Enterprise and the third sector; and the launch of an Ayrshire Anchor Charter which commits local and regional anchor organisations to a range of pledges across the five CWB pillars and a sixth pillar of 'Climate Action'.

Though CWB is often implemented on a local scale, as highlighted above there are examples where the approach has been expanded across whole regions, with Glasgow City Region and Ayrshire leading the way by embedding CWB within their Regional Economic Strategies. The value of this scale of ambition and shared endeavour has been recognised by the Regional Economic Policy Advisory Group, who noted the benefit that could come from this intentional use of public and private investment scaled up across regions in their Regional Economic Policy Review⁶⁵, and included it as one of the policies that could be considered by all Regional Economic Partnerships across Scotland.

Beyond local authorities, a number of other sectors are working to integrate CWB principles into their work, embracing their role as 'anchors' and the wider contribution they can make to reduce inequalities.

As part of the Place and Wellbeing Programme within Health and Social Care, Scottish Government is working with Public Health Scotland to support health and social care providers to contribute to the CWB agenda including supporting territorial health boards (which operate at a regional level) to become active anchor organisations. Health boards and other health and social care providers can make a valuable economic contribution within their region by increasing access to local employment, purchasing from local suppliers and ensuring communities can make greater use of NHS land and buildings.

⁶³ [SHRED - North Ayrshire](#). See North Ayrshire Council CWB case studies here: [Case Study: North Ayrshire](#)

⁶⁴ [Ayrshire Growth Deal - Community Wealth Building](#)

⁶⁵ [Fair Work action plan: becoming a leading Fair Work nation by 2025](#)

Scotland's Housing to 2040 strategy contains a focus on strengthening the role of social housing providers as key anchor organisations. Social housing providers are ideally placed not only to work with tenants and residents, but also to develop the wider local and regional economies in which they are based and help tackle poverty in these areas by providing work and training opportunities. The strategy sets out that by 2025, CWB will be embedded in the approach and practices of social housing providers across Scotland.⁶⁶

There is also a plethora of activity and innovation within each of the five pillars of CWB. Within the spending pillar, the Supplier Development Programme is supporting Scottish SMEs and third sector organisations who are interested in bidding for public sector contracts through a range of resources and events.⁶⁷ In the workforce pillar, Fair Work First is driving high quality and fair work across the labour market in Scotland by applying fair work criteria to grants, other funding and contracts being awarded by and across the public sector, where it is relevant to do so.⁶⁸ In 2019 over 50 local employers – including Dundee City Council – developed an action plan to make Dundee the UK's first 'Living Wage City'.⁶⁹ Within the land and property pillar, the Scottish Land Commission have produced guidance on CWB and land and identified good practice case studies.⁷⁰ To support inclusive ownership, Co-operative Development Scotland (CDS) has partnered with Youth Enterprise Scotland (YE Scotland) on a new initiative which provides the first comprehensive source of information on inclusive, values-led business models for young people.⁷¹ Within the finance pillar, Social Investment Scotland offer loan funding and business support for social enterprises, charities and community groups looking to make a positive impact on people's lives, society or the environment.⁷²

These examples are not exhaustive however illustrate that CWB can deliver more and better jobs, business growth, more productive use of land and assets, plural ownership models and shorter supply chains.

⁶⁶ [Scotland's Housing to 2040 strategy](#)

⁶⁷ Find out more about the support on offer at: [Supplier Development Programme](#)

⁶⁸ [Fair Work First: guidance](#)

⁶⁹ [Living Wage Places](#)

⁷⁰ [The Scottish Land Commission: Case Studies](#)

⁷¹ [Co-operative Development Scotland \(CDS\) and Youth Enterprise Scotland \(YE Scotland\): Inclusive Business](#)

⁷² [Social Investment Scotland](#)

Annex B – CWB Bill Steering Group Membership

- Balfour Beatty
- Business Services Association (BSA) Scotland
- Clackmannanshire Council
- Clackmannanshire Third Sector Interface (TSI)
- Clyde Gateway
- Comhairlie nan Eilean Siar
- Community Enterprise in Scotland (CEIS)
- Cooperative Development Scotland/Scottish Enterprise
- COSLA
- Federation of Small Businesses (FSB) Scotland
- Fife Council
- Glasgow City Council/Glasgow City Region
- Highlands and Islands Enterprise
- NHS Lothian
- North Ayrshire Council
- Scotland's Regeneration Forum (SURF)
- Scottish Council for Voluntary Organisations (SCVO)
- Scottish Funding Council
- Scottish Renewables
- Social Enterprise Scotland
- South of Scotland Enterprise
- Supplier Development Programme
- Sustainable Procurement Ltd
- STUC
- University of Glasgow



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22nd June 2023



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Community Wealth Building – Audit, strategy and business plans

Community Wealth Building: five pillars

1. **Plural ownership of the economy:** Developing and growing small enterprises, community organisations, co-operatives and municipal ownership is important because they are more financially generative for the local economy – locking wealth in place
2. **Making financial power work for local places:** Increase flows of investment within local economies by harnessing and recirculating the wealth that exists, as opposed to attracting capital. This includes redirecting local authority pension funds and supporting mutually owned banks.
3. **Fair employment and just labour markets:** Anchor institutions have a defining effect on the prospects of local people. Recruitment from lower income areas, paying the Living Wage and building progression routes all improve local economies.
4. **Progressive procurement of goods and services:** Develop dense local supply chains of businesses likely to support local employment and retain wealth locally. These include SMEs, employee owned businesses, social enterprises, co-operatives and community businesses.
5. **Socially just use of land and property:** Deepen the function and ownership of local assets held by anchor institutions, so that financial and social gain is harnessed by citizens. Develop and extend community use – public sector land and facilities as part of “the commons”.

Appointment of consultants

- **Lot one** - an audit of existing best practice and a mapping exercise against each of the five pillars.
- **Lot two** - identification of case studies that may be replicable across Argyll and Bute and identification of opportunities that are relevant to our locality and strategic aims as a CPP linked to our new LOIP objectives.
- **Lot three** - development of a CWB strategy and action plan.
- **Lots four and five** - the aim here is to develop two business cases and models for two areas of activity to propel our actions forward. This had been previously proposed as exploring a business model for Community Energy and also a food hub. This still might be the case but the direction of focus should emanate from the audit and mapping exercise and this will also ensure there is no duplication of effort by analysing closely existing strategies and activity.

Consultants – following a competitive process CLES have been appointed
(<https://cles.org.uk/>)

How the project will be managed

- Task and finish steering group
- Current proposed members:-
 - TSI – Takki Sulaiman
 - HIE – Morag Goodfellow/Claire McMurchy
 - A&B Council – CEO/Directors supported by John McLuckie
 - SDS – Anthony Standing/ Susan MacRae
 - Health – Alison McGrory
- ToR to be discussed at first steering group
- Steering group to approve activity and report before coming to CPP

Key milestones and approach

- Interviews with CPP members – July/August 2023
- Document search and review – July/August 2023
- CPP dedicated workshop – August/September 2023
- Local Area Community Planning Groups – August/October 2023
- Citizen-led workshops – August/October 2023
- Business case selection – October 2023
- Draft report – October/November 2023
- Presentation and approval of report at December 2023 CPP

Accessible with meaningful plans and actions

Links

- Centre for Local Economic Strategy (CLES): <https://cles.org.uk/> and <https://cles.org.uk/making-spend-matter/>
- North Ayrshire CWB approach: <https://www.north-ayrshire.gov.uk/news/Community-Wealth-Building-%E2%80%93-one-year-on-and-making-a-difference-to-communities-across-North-Ayrshire.aspx>
- Scottish Government and CWB: <https://www.gov.scot/policies/cities-regions/community-wealth-building/>
- National Care Service proposals: <https://www.gov.scot/publications/national-care-service-scotland-consultation/>
- Programme for Government: <https://www.gov.scot/programme-for-government/>
- Community Planning Partnerships outcomes: <https://www.argyll-bute.gov.uk/council-and-government/community-planning-partnership>
- Rebuilding Better: <https://www.gov.scot/news/rebuilding-better/>
- National Social Enterprise Plan: <https://www.gov.scot/news/new-plan-for-social-enterprises/>
- Local Anchor Charter: <https://www.north-ayrshire.gov.uk/Documents/cwb-anchor-charter.pdf>

Contact details:

Takki Sulaiman

CEO - Argyll and Bute Third Sector Interface

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Management Committee**Date: 22nd June 2023**

Community Learning and Development (CLD) Digital Inclusion

1.0 Purpose

The purpose of this report is to provide the CPP Management Committee with an overview of the development to date of a strategic partnership approach to ensure that Digital Inclusion plays a key part of our CLD delivery.

2.0 Recommendations

The CPP Management Committee are asked to:

- Note that the CLD Strategic Partnership Plan 2021-2024 references Digital Skills as a priority theme for the duration of the three year plan.
- Note the Digital mapping exercise carried out by Hall & Aitken, which has created a set of suggested priorities, and that the CLD Partnership Digital Workstream Group will review recommendations and report back to the CLD Partnership.

3.0 Background

Argyll and Bute's CLD Strategic Partnership Plan 2021-2024 works to develop six key themes. These are;

1. Digital Skills
2. Core skills for learning, life and work
3. Health and wellbeing
4. Your voice
5. The learner Offer
6. Improve how we work as a partnership

The partnership, comprised of various partners who's organisations are involved either directly, or indirectly with CLD, recognise the importance of ensuring the partnership works together, sharing expertise, manpower and resources to reduce inequalities and support those who need it the most.

The partnership work through various actions associated with each of the themes, with some specific areas requiring additional work by work stream groups. One such group is responsible for Digital.

4.0 Detail

4.1 Digital Work Stream Group

Digital skills is one of 6 key themes within the strategic partnership plan. Extensive feedback from a number of consultations highlights that learners and communities require further support to access digital devices as well as be supported to utilise devices and further develop skills as part of covid recovery. As a result a multi - agency digital skills workstream group has been established to identify need, develop and deliver actions and monitor and evaluate these under the digital skills workstream within the CLD Partnership Plan.

Role of the Group:

- Identifying the priority actions for CLD Partners to deliver under the digital skills theme of the CLD Strategic Plan.
- To be responsible for the development implementation, monitoring and reporting of the digital skills theme actions within the Argyll and Bute CLD Plan. This will include the appropriate risk management and mitigations, identification and sourcing of manpower and resources.
- To ensure strategic digital skills actions are aligned to wider relevant plans within Argyll and Bute including the Argyll and Bute Education Technology Strategy Group (ETSG) to enable collaboration and to avoid duplication.
- To identify, gather, share and analyse data to identify needs to inform planning, delivery and improvement.
- To foster collaboration and where possible share resources across partners as well as consider any further external funding required to deliver key priorities.
- To take into account changing learner needs and ensure a culture of self-evaluation and improvement.
- To liaise with council IT and wider partners to inform targeted communities and raise awareness of improvements made with superfast broadband access.
- To promote safe, legal, ethical and sustainable use of the internet/devices and raise awareness of cybersecurity best practices (e.g. password management, personal information and phishing scams etc).
- To communicate the work of the digital workstream to key partners, raise the profile of the work of the partnership and share and celebrate key successes.
- Identify and share examples of good practice

- To contribute to Education Scotland CLD inspections and other appropriate CLD quality assurance measures.

4.2 Mapping Exercise – Essential Digital Skills for Life and Work

Utilising Community based Adult Learning (CBAL) funding, an external consultancy agency was procured to undertake the task of reviewing the existing activity and completing an assessment of need to support the delivery of Essential Digital Skills (EDS) across Argyll and Bute. The CLD Partnership needed to know what Essential Digital Skills support exists and what is needed across Argyll and Bute. The focus of this review was on Digital Skills for Life and Work. These skills are essential to progress towards employment and manage day to day responsibilities. The following table shows the areas investigated, what existing assets are, and what potentially could be developed.

Access to devices	Existing assets	Build on assets or add support
Access to devices	Available through libraries, Job Centres (employability only) community centres, friends and family	Establish flexible support Fund to buy and distribute suitable devices. Have a digi-bank (like a foodbank but where devices can be distributed to referred people)
Access to connectivity	Space and facilities are available in Libraries, friends and family, public places	Provide mobile WiFi with 24 months unlimited data. Make more public spaces or schools more available at specific times. Inclusion of Essential Digital Skills support into the TSI directory under digital support services. (https://abcd.scot/)
Gaining and developing digital skills	Deliver support groups, friends and family, libraries and community centres	Build skills and capacity of those in organisations including those who are in remote areas. Have peripatetic workers/volunteers to conduct initial training in remote or island communities. Use EDS check-up, guides and tools available through SCVO
Confidence and understanding (relevance)	Support groups, libraries, friends and family	Stimulate peer to peer support and mentoring groups using young people undertaking social action. Digital Champions and promote a helpline

Access to online support and services	Support groups, friends and families, libraries, community groups, support workers	Digital Champions and support/IT helpline Advice on how to be a digital champion is available through Connecting Scotland website. https://connecting.scot/digital-champions
Disabilities (Visually impaired, Dyslexia, ADHD etc,)	Community groups, support workers	Digital Champions and helpline specific to their needs Disability specific devices
Prefer training and support in Gaelic or another language (incl. refugee support)	Community groups, support workers	Translated training programmes and guides Digital Champions and helpline specific to their needs

A Theory of Change outlining the links from activities through short term outcomes to medium- and long-term outcomes is included in the main report. In summary the resources suggested by the consultancy work are:

- Inclusion of Essential Digital Skills support into the TSI directory (<https://abcd.scot/>) under digital support services.
- A flexible fund to buy devices and pre-loaded SIMs
- More broadband access within community and public spaces
- Facilities to use devices and get support
- Peripatetic trainers who can visit remote communities
- Diagnostic to identify skill needs (Use SCVO framework)
- Volunteer digital inclusion mentors
- Translated training programmes (Gaelic, refugee languages)
- Drop-in digital clubs (linked to other sessions such as lunch clubs etc)

At the May 2023 CLD Strategic Partnership meeting, it was agreed that the Digital Workstream Group would review the recommendations from the consultant's report and report back to wider CLD partnership at the meeting in August 2023.

4.3 Pilot Project – Databank application for free Wifi Access for Learners

Pilot in Helensburgh - Up to five learners per month to receive through Community Learning live Argyll free data for Wi-Fi access to the internet to undertake community learning.

This project helps to close the Poverty attainment Gap and allows free access to marginalised and disadvantaged People across the areas as there is no cost to them. This will help them to keep in-touch with family, make payments online, shop online, search for work learn new skills digitally and in general keep in-touch with communities.

This doesn't address the logistics of connectivity in terms of connections to areas of Argyll that have limited or no access due to Broadband speed or Providers but it is a start to address other areas of the challenges some people face.

5.0 Conclusions

1. The CLD partnership continues to work on supporting the most disadvantaged in our communities to access Digital Learning.
2. A work stream group is focusing on developing Digital inclusion
3. A mapping exercise has been undertaken, with results to be reviewed and prioritised.

6.0 Implications

Strategic Implications	The Digital Inclusion work will tie into current ABOIP Outcomes 3 and 5.
Consultations, Previous considerations	Consultation for initial CLD themes was undertake in 2021, prior to the publishing of the plan. The Hall & Aitken Consultancy in 2022 included partner organisations, learners, third sector organisations and internal staff.
Resources	All partners in the CLD Strategic Group have existing resources able to support the development of Digital Inclusion.
Prevention	
Equalities	The CLD Digital Workstream group will work to remove barriers to Digital Inclusion and Digital Skills.
Climate Change	

For more information, please contact:

Alex Edmonstone, Active Schools, Sport and Community Learning Manager,
liveArgyll
alex.edmonstone@liveargyll.co.uk

Links

Argyll and Bute Community Learning and Development Plan 2021 – 2024

<https://liveargyll.co.uk/wp-content/uploads/2021/08/CLD-Strategic-Partnership-Plan-2021-2024-Digital-1.pdf>

**Community Learning and Development in Argyll and Bute Council 11/01/22
Inspection Report**

<https://education.gov.scot/media/i4ubnpiu/cldargyllandbutecouncil110122.pdf>



Hall & Aitken -
Digital Mapping Re

Appendices

<p>Management Committee</p> <p>Date: 22 June 2023</p>

argyll and bute

communityplanningpartnership



Building Back Stronger – learning from the support and relationships with community organisations throughout Covid-19

1.0 Purpose

The purpose of this report is to review the learning from the support and relationships with community organisations throughout the Covid-19 pandemic. This report will make recommendations for structures of working with communities and community organisations to help support needs arising as a result of Covid-19.

2.0 Recommendations

- Offer regular peer to peer support and networking opportunities for community organisations from across Argyll and Bute.
- Provide ongoing targeted support to community organisations to access funding to address the needs identified:
 - Rising energy costs and the challenge of heating village halls
 - Ongoing maintenance costs and repairs for community facilities
 - Digital communication and technology upgrades
 - Volunteer and staff recruitment
- Liaise with other grant providers to ensure funding criteria addresses the needs of communities identified following Covid-19.
- Continue to target partnership work and embed support around the gaps identified in thematic areas of work.
- Note the best practice engagement to ensure those with protected characteristics are supported to participate.
- Note that the extensive engagement for the Argyll and Bute Outcomes Improvement Plan can be used by others to prevent duplication and consultation fatigue.
- Recognise in any strategic planning that there are still impacts and sensitivities surrounding Covid-19.

3.0 Background

Further details of the background can be found in Appendix 1 including the following:

- Argyll and Bute Covid-19 Partner Response – Caring for People
- Wider Scotland Context of Covid-19 Recovery
- Argyll and Bute Recovery Framework

4.0 Detail

Support Structures

- **Covid Community Response Group Meetings - Regular communication between the Council and community providing the opportunity for peer support and networking**

Since the beginning of the Test and Protect response in 2020, the Community Development team co-ordinated monthly meetings with the Covid-19 Community Response Groups. These meetings aimed to bring together groups who supported the emergency response in their communities to share information and examples of best practice. They importantly provided an opportunity for Argyll and Bute Council Community Development to identify and respond to needs arising. The online meetings were initially held within each of the four administrative areas of Argyll and Bute to support local issues. Following common challenges identified there was a move to support Argyll and Bute wide meetings from August 2021 to increase opportunities for networking and shared support.

Benefits
<ul style="list-style-type: none"> • Opportunity for peer support and sharing of good practice. Examples included sharing of policies and procedures for reopening community facilities and resources to support volunteers. • Able to identify shared needs arising in order to provide a comprehensive response e.g. in response to volunteer fatigue and concerns about volunteer resilience, group members' staff and volunteers were offered free access to the Council's Health Assured counselling service. • Argyll and Bute Council Community Development were able to build strong trusted relationships with response groups which allowed for assistance to be requested efficiently and effectively. • Online meetings made it easy to bring together organisations from different locations across Argyll and Bute.
Challenges
<ul style="list-style-type: none"> • Some issues and questions raised were out with the scope of Community Development. Due to the need to go to other partners, this impacted on response times. • With multiple response groups from all areas who are actively delivering services, it could be a challenge to find a time for meetings that suited all community groups. • Resource commitment required from Argyll and Bute Council Community Development to host and facilitate meetings, take notes and circulate, raise queries to relevant partners and follow up as needed.

The groups stopped meeting in April 2022 in line with the end of the Council’s Test and Protect support. Evaluation of the support offered over the period 2020-2022 was extremely positive, further information and testimonies can be found within the Community Learning and Development annual report case studies shown in Appendix 2. When the meetings ended, there was a desire shared by the groups who attended for there to be continued opportunities for community organisations from across all areas to meet, network, share learning and best practice.

Recommendation: Offer regular peer to peer support and networking opportunities for community organisations from across Argyll and Bute.

- **Covid-19 Micro Grants Fund - Targeted funding for identified needs**

Through the support meetings, we were able to understand that there was a need for recovery funding in particular for village halls. At Council on 24 June 2021 it was agreed that an amount of £30,400 be made available to support impacts of Covid-19 on community groups and in particular village halls. The Covid-19 Micro Grants Fund was created and organisations were invited to apply for up to £500 to help community facilities to re-open safely and support their community-led recovery activities. Activities the fund supported included provision of cleaning materials or personal protective equipment, training of staff and volunteers, as well as events to bring the community together. Within an 11 week period, the fund was developed and launched, applications were assessed and 63 organisations were awarded funding.

Benefits

- A quick, streamlined process from application to award taking best practice from the Council’s community funding processes
- Simple application form
- Funding criteria targeted specifically to meet the needs identified

Challenges

- Staff resource commitment required to ensure the quick turnaround
- Maximum award of £500 meant impact of individual project was limited for some ambitions such as larger village hall repairs and improvements

Recommendation: Provide ongoing targeted support to community organisations to access funding to address the needs identified.

As part of the end of project monitoring process, community organisations were asked, 'Does your organisation require any further Covid-19 support?' Some examples of the key challenges still faced included:

Identified Need	Partner Supporting
<p>Low footfall along with smaller groups folding and not restarting has led to reduced income for community facilities</p> <p>Ongoing need for promotion and signposting of existing provision</p>	<p>Argyll and Bute Council Community Planning and Community Development Team have a general offer to all community organisations for support and an annual small grants scheme that groups can apply to for priority projects.</p> <p>Argyll and Bute Third Sector Interface also offer support in this area.</p>
<p>Rising energy costs and the challenge of heating village halls</p>	<p>Funding need outstanding.</p>
<p>The cost of living pressure is having an impact on community organisations who also feel a responsibility of creating community cohesion to reduce isolation</p> <p>Ongoing need for promotion and signposting of existing provision</p>	<p>Multi agency support is being delivered by a range of partners and Council services.</p>
<p>Volunteer and staff recruitment</p>	<p>Argyll and Bute Third Sector Interface are leading on volunteer support.</p>
<p>Ongoing maintenance costs and repairs for buildings</p>	<p>Funding need outstanding</p>
<p>Digital communication and technology upgrades</p>	<p>Support has been initiated from the Council's Digital team and Argyll and Bute Council's Community Development resource through an external funding opportunity.</p> <p>Argyll and Bute Community Learning and Development Partnership are supporting learners and community organisations to develop digital skills.</p>

Recommendation: Provide ongoing targeted support to community organisations to access funding to address the needs identified:

- Rising energy costs and the challenge of heating village halls
- Ongoing maintenance costs and repairs for community facilities
- Volunteer and staff recruitment
- Digital communication and technology upgrades

- **‘Resilient Communities’ added to criteria of Argyll and Bute Council’s annual Supporting Communities Fund from 2021-2022 onwards to meet the needs of communities**

In 2020 there was a review of the criteria of Argyll and Bute Council’s Supporting Communities Fund to align this to the needs arising for community groups from Covid-19 and Council commitments to climate change and child poverty. The category of ‘Resilient Communities’ was introduced and supports projects which tackle the effects of the pandemic in communities. This includes for example, projects which tackle loneliness and isolation, digital exclusion, building skills and confidence in getting online as well as supporting smaller organisations to recover and re-build stronger.

Benefits

- Integration of criteria into existing funding scheme better targets resources towards need
- Capacity building support offered by Argyll and Bute Council Community Development throughout grant application process and signposting to other appropriate funds if unsuccessful

Challenges

- Fund is consistently oversubscribed
- Specific eligibility criteria must be met

Recommendation: Liaise with other grant providers to ensure funding criteria addresses the needs of communities identified following Covid-19

Engagement

- **CONSUL Engagement – Used feedback from Covid-19 community response groups and an online web forum to identify key themes under which partnership actions for Building Back Better took place. ‘You**

said we are doing' updates were provided to the community through the website and email communication.

In November 2020, the Building Back Better (Communities) Group initiated a consultation asking Covid-19 community response groups and the wider community to share their experiences of the pandemic, including the impacts and the positives that could be built on or strengthened in the future.

In the first stage of the consultation, community groups shared their views in online sessions that were independently facilitated by the Scottish Community Development Centre (SCDC). For the second stage, the themes that emerged from these sessions were uploaded onto a web forum called CONSUL. This opened the discussion wider and the community of Argyll and Bute were invited to share their thoughts.

The Building Back Better (Communities) Group reviewed the findings from the online forum and agreed these key themes to take forward partnership actions:

Theme	Lead Partner and Contact Information
Access to Food	<p>Argyll and Bute Council</p> <p>This includes ongoing work to support to Argyll and Bute Food Forum and the creation of a Food Policy and Delivery role.</p> <p>Key contact: Jayne Jones Email: jayne.jones@argyll-bute.gov.uk Tel: 01546 604681</p>
Digital	<p>Argyll and Bute Council</p> <p>Work is ongoing to support digital infrastructure and access for communities, particularly on islands and remote rural areas.</p> <p>Key contact: Iain MacInnes Email: iain.macinnnes@argyll-bute.gov.uk Tel: 01546 604647</p>
Income Maximisation	<p>Argyll and Bute Council</p> <p>Support in place through Revenues and Benefits service including the Flexible Food Fund.</p>

	<p>Key Contact: Fergus Walker Email: fergus.walker@argyll-bute.gov.uk Tel: 01586 555237</p>
Non-Covid-19 Related Health Matters	<p>Argyll and Bute Health and Social Care Partnership</p> <p>Specific to healthcare provision during the pandemic which has since returned to business as usual. The World Health Organisation has declared an end to Covid-19 as a public health emergency.</p> <p>Key Contact: Kristin Gillies Email: Kristin.gillies@nhs.scot</p>
Resilient Communities, Communication and Structures of Working Together	<p>Argyll and Bute Council</p> <p>Identified as requiring further action. Recommendations of how to support this area of work have been included within this report.</p> <p>Key Contact: Rona Gold Email: rona.gold@argyll-bute.gov.uk Tel: 01436 658862</p>
Social Isolation and Mental Health	<p>Argyll and Bute Health and Social Care Partnership</p> <p>Support and provision outlined in Living Well Strategy. An example of the support in place includes Welfare Officers stationed within GP practices.</p> <p>Key Contact: Samantha Campbell Email: samantha.campbell3@nhs.scot Tel: 07792 406 558</p>
Volunteers and Volunteering	<p>Argyll and Bute Third Sector Interface</p> <p>Provision of volunteer support package and use of online volunteer management platform.</p> <p>Key Contact: Takki Sulaiman Email: takkisulaiman@argylltsi.org.uk Tel: 07377 070387</p>

Recommendation: Continue to target partnership work and embed support around the gaps identified.

- **Argyll and Bute Outcomes Improvement Plan – Comprehensive engagement, with a focus on supporting non-digital participation and seldom heard groups.**

Argyll and Bute Council's Community Development Team supported the Community Planning Partnership's consultation to help develop the next 10 year Outcomes Improvement Plan.

The support was aimed at those with barriers to digital participation, as identified by Connecting Scotland. This included low income households, people aged 60+ and disabled people, additional groups targeted were people in areas with poor/no connectivity and those without essential digital skills.

Paper forms were distributed widely along with self-addressed envelopes to enable free returns. Interactive sessions were delivered using creative methods to support those with additional support needs and limited literacy. Community Development supported over 40 sessions which offered the opportunity for approximately 520 people to take part.

The consultation had 1978 responses in total and the overall priorities identified were transport and infrastructure, housing, community wellbeing and financial inclusion.

Recommendations:

- **Note the best practice in engagement to ensure those with protected characteristics are supported to participate.**
- **Note this extensive engagement can be used by others to prevent duplication and consultation fatigue.**

- **Remembering Together – Taking time to reflect and commemorate as we move forward.**

Remembering Together is a Scotland-wide project, delivered by Greenspace Scotland on behalf of the Scottish Government, which seeks to collect and input acts of reflection, remembrance, hope and healing within communities following the Covid-19 pandemic. The aim of the project is to co-create community artwork across the 32 local authorities which commemorates experiences.

CHArts (Argyll and Bute) in partnership with Greenspace Scotland and Argyll and Bute Council, commissioned a consultant to deliver the first phase of the project in the area

which focused on engagement and the development of initial concepts for the next delivery phase.

The project gathered feedback from 78 people across 8 events at the end of 2022. The results showed that there was interest in having a community day, and in having nature/ flora and fauna as part of a memorial.

Wider feedback from this engagement included:

- Confusion over why a memorial is being created for a virus that is still very active throughout communities and that is still affecting daily lives.
- Some communities are still quite cautious of gathering in public or attending in-person events / workshops.
- The terminology from the Scottish Government / Greenspace Scotland was seen as a barrier to engagement as many people did not want a physical memorial to an on-going challenge.
- Challenges with people suggesting that any ideas taken forward have to benefit everyone and not be just for a specific community.

This project will now move onto phase two which provides funding from 2023 into 2024

Recommendation: Recognise in any strategic planning that there are still impacts and sensitivities surrounding Covid-19.

5.0 Conclusions

This paper has outlined examples of previous successful support structures and engagement delivered since the outbreak of Covid-19. The benefits and challenges have been outlined and recommendations made. Argyll and Bute Council and partners have the opportunity to use these recommendations to shape targeted support and service provision to help communities Build Back Stronger.

6.0 Implications

Strategic Implications	<p>Inform targeted service provision and resource allocation.</p> <p>Consultation with communities in 2022/23 will shape the next 10 year plan for Argyll and Bute. The priorities identified were transport, housing, community wellbeing and financial inclusion.</p>
Consultations, Previous considerations	ABOIP, CONSUL, Remembering Together

Resources	Argyll and Bute Council Community Development
Prevention	Aims to prevent further impact of Covid-19 on communities and community organisations and help to build back stronger
Equalities	Those with protected characteristics targeted within all engagement and support structures referenced

For more information, contact:

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References

[CPP partner covid update_caring for people.pdf \(argyll-bute.gov.uk\)](#)

[Covid Recovery Strategy: for a fairer future](#)

[Argyll and Bute Living Well Strategy](#)

Appendices

Appendix 1 – Background

Appendix 2 – Exert from Community Learning and Development Partnership Annual Report 2021-2022

Appendix 3 – Argyll and Bute Council’s Covid-19 Micro Grants Evaluation Report

Appendix 1 - Background

- **Argyll and Bute Covid-19 Partner Response – Caring for People**

Argyll and Bute Caring for People Partnership was set up in response to COVID-19 lockdown measures. The partnership, comprising of Argyll and Bute HSCP Public Health, Argyll and Bute Council and the Third Sector Interface, was established to provide guidance and coordinate community support.

A helpline was set up for people who were self-isolating or vulnerable to request help to access to food, essential supplies and mental health support. The local Caring for People teams worked closely with community organisations and volunteers to coordinate and deliver this essential support on the ground.

Information and resources were developed including leaflets on where to go for help, money worries, and general wellbeing which were distributed to all households in Argyll and Bute. Other resources created included guidance on how to volunteer safely and a website with information about businesses, accessing funding and groups who were helping locally.

The following case study provides an example of the strong local partnership working to provide support for those most in need: [Community empowerment: Covid-19 update | Audit Scotland \(audit-scotland.gov.uk\)](#)

- **Wider Scotland Context of Covid-19 Recovery**

In October 2021 the Scottish Government published their [Covid Recovery Strategy: for a fairer future](#). This strategy set out the Scottish Government's vision for recovery and focused on tackling inequality and disadvantage. The vision aimed to:

- Address the systemic inequalities made worse by Covid.
- Make progress towards a wellbeing economy.
- Accelerate inclusive person-centred public services.

The development of the strategy was based on public engagement including a Citizens' Assembly of Scotland, open dialogue events with stakeholders and incorporated findings from the [Social Renewal Advisory Board January 2021 report](#).

The Social Renewal Advisory Board was created to reduce inequalities as we 'Build Back Better' and focused on hearing from those with lived experiences. Listening events were held in local authorities and targeted disabled people, minority ethnic communities, people on low incomes, older people, younger people, and women. The listening event held in Argyll and Bute was led Argyll and Bute Council's Community Planning and Development team and the Third Sector Interface.

- **Argyll and Bute Recovery Framework**

The Argyll and Bute Recovery Action Plan outlined the key themes and the actions to recover from the COVID-19 pandemic and to shape the “new normal”.

Building Back Better (strengthening communities) was identified as one of the key work streams. The main purpose of this work stream was to build on community resilience evidenced through the pandemic and develop the best ways to respond, engage and work in partnership with our community organisations for the future. The need for the temporary Building Back Stronger role was an agreed outcome to support this purpose. This post has been hosted under the Chief Executive’s Unit within the Community Planning and Community Development Team.

Appendix 2 – Exert from Community Learning and Development Partnership Annual Report 2021-2022

Case Study 1

The Power of Partnership Working

Impact – the difference made

The impact of this work is best expressed by the feedback offered by participants, who reported that the group helped them in various ways to continue the vital work they had been delivering to support their communities during and in recovery from the pandemic (see Evidence section, below).

The way in which we created conditions for community groups to be supported, and to empower community groups within their communities in response to Covid-19, was recognised as an example of Best Practice within Audit Scotland's Community Empowerment: Covid-19 report: [Support for local networking: Garelochhead Station Trust's experience during Covid-19 – Communities Channel Scotland \(communityscot.org.uk\)](#)

Evidence – how do we know?

The case study above reflected feedback from our evaluation where 100% of respondents said that the effectiveness of their group had increased as a result of the support offered. Additional comments included:

"The meetings and information shared by the team and other responders has helped us to guide our response to changing covid events. The meetings also helped us not to feel like we were working in isolation which was helpful in itself"

Bute and Cowal Elderly Befrienders

"I have appreciated opportunities to discuss my work in terms of maintaining resilient personal morale, and also to recognise its significance in the wider context of other Argyll communities responding to challenges of pandemic restrictions on community life. The group sessions mitigated my sense of personal isolation, and also resulted in helpful guidance in terms of risk assessments."

Ross of Mull and Iona Community Transport Scheme

Lessons Learned

Attendees of the group reported that they valued the support and signposting from the Community Development team, and also the structure of the group. This allowed them to share experiences and practice with peers, alleviating feelings of isolation and making them feel less like they were working alone.

Feedback from those involved

"As a small local charity operating an additional emergency response during lockdown and beyond, the Covid Response Group was vital for us! It connected us to other similar organisations and even more importantly to the 'bigger picture', ensuring we weren't duplicating effort and limited resources.

It was particularly helpful to have the Community Development Team's very proactive help in accessing specific Covid funds.

It might sound inconsequential but one of the most important aspects of the group, besides the practical support, was the feeling that we were appreciated further up the chain – the mainstream media focus was on the NHS and not all the formal and informal volunteering that was happening in charities and voluntary organisations around the country. While we were working flat out with very vulnerable people, many working folk relaxed to a different pace of working life during Covid, but not us! - so that recognition was an important motivating factor that I could share with my colleague and our community of volunteers.

However the Covid cloud did have a silver lining - one of the enduring benefits of this group is the enhanced professional relationships I now have with the other organisations involved and in particular our Community Development Officer."

Jayne Burnett, Manager, Visiting Friends.

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Argyll and Bute Council's Covid-19 Micro Grants

Evaluation Report

June 2023



Presented by Ailie Law
Community Development Officer
Community Planning and Community
Development
Argyll and Bute Council

Image courtesy of Fun First, Gibson Hall,
Garelochhead,

Contents

- Project Overview
- Background
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- Applications Information
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- Additional Project Impacts
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- End of Project Monitoring
- Conclusions and Recommendations
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Males Tales

£500 for a community wellbeing and activity day with archery and pizza-making

'This fund helped us bring organisations, volunteers and members of the community together to help build our support networks in the area.'

Project Overview

The Covid-19 Micro Grants Fund was created to support the impacts of Covid-19 on community groups and in particular village halls.

The fund was launched in July 2021. The process was developed and funding awarded within an 11 week period to support urgent needs arising from communities recovering from the impacts of the pandemic. These needs were identified by Argyll and Bute Council's Community Development Team through ongoing engagement with Covid-19 community response groups.

Eligible organisations could apply for up to £500 to help community facilities to re-open safely and support community-led recovery activities. Applicants seeking an award demonstrated how their project would help their community to recover and bring people together after the pandemic.

64 applications were received from across Argyll and Bute. Activities the fund supported included provision of cleaning materials, Personal Protective Equipment, training of staff and volunteers and events delivery to bring the community together within the Scottish Government guidelines.

Applicants completed an online feedback form to evaluate their project and to demonstrate how the funds aided recovery.

Background

At Council on 24 June 2021 it was agreed that an amount of £30,400 be made available to support the impacts of Covid-19 on community organisations and in particular village halls. This amount was allocated to run a fast track micro grants scheme focused on Covid-19 recovery.

Argyll and Bute Council's Community Development Team used their experience of delivering a small grants scheme to develop a streamlined process in response to the urgent needs identified through ongoing engagement and interaction with groups supporting their communities throughout the pandemic.

The fund launched on 28th July 2021 and was promoted through social media, Argyll and Bute Council website and Community Development bulletins. The closing date for applications was 31st August 2021. There followed a robust assessment to confirm application eligibility and fit with Covid-19 recovery criteria. 63 out of 64 organisations were awarded the full funding requested, up to the value of £500 per project totalling £28,478.84. Applicants demonstrated how their project would help communities recover from the impacts of Covid-19, bringing people together after the pandemic.

Funding awards were approved on 12th October 2021 and awardees were given until the end of October 2022 to spend the grant.

All were asked to complete an online end of project monitoring form before 31st December 2022 to submit their feedback and report on spend. This was extended to 31st January 2023 due to a low response rate and the web form closed with 60 responses received.

Grants Process

Argyll and Bute Council's Community Development Team used their knowledge, skills and experience of delivering a small grants scheme to create a streamlined application and assessment process.

The application form asked for minimal information and scoring was developed to specifically assess pandemic impacts. The categories assessed as part of the scoring process were as follows:

- financial impact from Covid-19 pandemic
- projects that support vulnerable groups particularly affected by Covid-19
- health and wellbeing (including loneliness and social isolation)
- capacity building to improve access to community facilities
- skills and resources to deliver the project
- reserves or match funding to support delivery of the project

The process was similar to other Argyll and Bute Council's small grants which were adapted to make it quick and simple in order to meet the emergency needs.

A web form was developed consistent with application questions to enable capture of accurate information for end of project monitoring.

Applications Information

In total 64 applications were received and of these, 63 were awarded funds totalling £28,478.84. The table below shows details of the number of applications received from the different areas of Argyll and Bute.

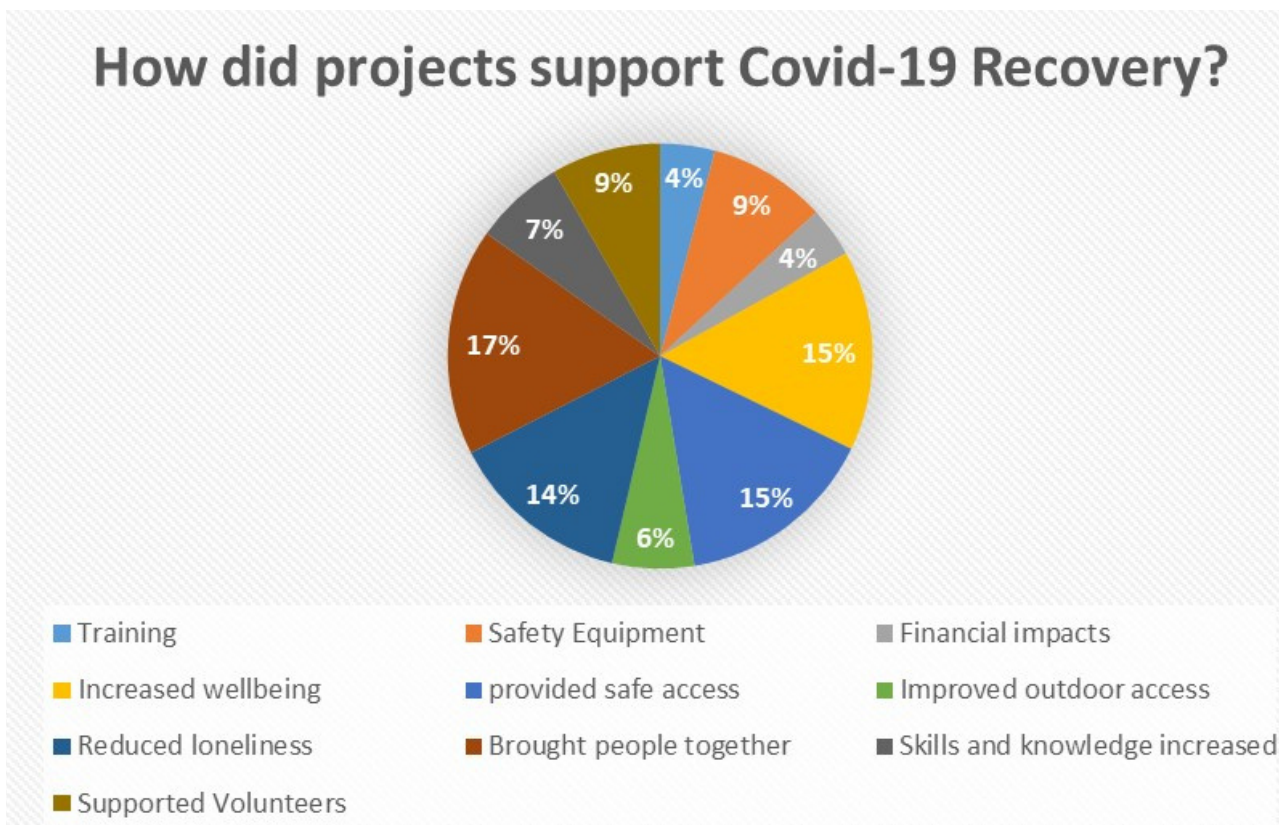
Area	Number of applications received
Bute and Cowal	7
Helensburgh and Lomond	13
Mid Argyll, Kintyre and the Islands	22
Oban, Lorn and the Isles	22
Total	64

One application received did not meet the criteria and the applicant was offered alternative funding support.

Island communities were well represented with 11 applications received. A number of applications were received from Gaelic-speaking communities including from Bunessan, the Isle of Mull and Bowmore.

Project Information and Highlights

Applicants were asked how their project supported Covid-19 recovery. Popular answers included bringing people together, providing safe access and reducing loneliness. The pie chart below demonstrates the different activities and spend supported.



Detailed below are some of the examples of the excellent project activities supported by the fund, with images and quotes showing some of the successes.



Highland Parish Badminton Club

£500 for Badminton coaching with Sarah Sidebottom , International player and Scotland coach

'All my son wants to do is play badminton - these coaching sessions have been of great benefit'



Inveraray Senior Citizens Committee

£300 For fogging machine and cleaning equipment.

'It puts my mind at ease knowing that you have done everything you could to make the hall safe. The hall is always beautifully clean and tidy'.



West Kintyre Canoe Club

£279.40 towards First Aid and Leadership training and cleaning materials
 'The Covid-19 recovery micro grant has helped us maintain and increase the number of qualified leaders and coaches involved in kayaking so that there are more opportunities for members of the community to engage in a health-enhancing activity like kayaking.'



West Kintyre Promotions CIC

£500 for a contract phone

'This allowed us to move to online sales safely and securely and to help pay for hall hire so we could reduce capacity and keep ticket prices affordable. The funding was integral to our organisation getting back on our feet. Moving to a contactless, ticketless process for our events has made event organisation more streamlined and future proofed.'

Additional Project Impacts

- **Increase in independence and confidence for the community**

Elderly people nervous about leaving their homes were reassured to join community activities after cleaning had taken place. Repairs and cleanliness gave hall users the confidence to visit buildings safely .

- **Meaningful social activities**

Unpaid carers were able to join activities and improved their wellbeing.

- **Better networks and new connections**

Improved networks and connections were developed with the project being a reason to come together. Relationships formed as new residents were welcomed and old friendships rekindled.

- **Civic pride**

A new appreciation of the village hall as a music venue. A sense of civic pride due to hall improvements.

- **Opportunities for community development**

Additional groups formed thanks to the grant, for example a junior music section and new activities arose from buying new games equipment. There are now opportunities for newly-trained volunteers and staff. A community cinema is enabled thanks to new audio equipment.

- **Financial boost**

The grant supported those who had not budgeted for a crisis to make up the shortfall in funds.

- **Returning to normal**

Returning to 'normal' activities was speeded up.

Needs Arising

Community organisations were asked, '**Does your organisation require any further Covid-19 support?**' The following table shows a summary of the responses received.

Further support required in relation to Covid-19	Number of responses
Hall income depleted due to lack of users, low footfall	11
Energy costs for community building are restrictive	9
Community cohesion and wellbeing – groups feel responsible for providing a safe meeting place, reducing isolation.	7
Volunteer and staff recruitment	5
The cost of living pressure	5
Maintenance costs and repairs for buildings, technology upgrades or smaller costs such as Covid-19 test kits.	5

Organisations identified a need for support with their overheads and noted a feeling of responsibility for community wellbeing by providing a safe meeting place. This is challenging due to the impact of the cost of living on community facilities and volunteer shortages.

Of the 16 respondents who said they require further Covid-19 support, depleted hall income and energy costs to heat community buildings were the top concerns. Respondents reported that under-use of halls, community cohesion and wellbeing are still impacting their organisations. Examples of some of the feedback received is shared below:

'Our rental income from users of the hall that pays for its upkeep is still about half of that pre-Covid - Some organisations that used the hall have folded.'

'We'd welcome further support to continue to encourage more community members to use the Village Hall and to socialise. People are reluctant to socialise since Covid.'

'Clearly Covid has affected the numbers attending - it has been difficult to get people to come back and join things - both in terms of members and volunteers. This has a knock-on effect on the finances.'

'In relation to Covid-19 our organisation was severely impacted. Now with the Cost of Living Crisis we are being impacted financially once again. We are doing our best to support the local community as a warm space and supporting other groups and partners by not raising hire costs, but this is proving challenging.'

'Numbers attending our sessions remain lower than pre-Covid levels. We need additional support to help promote and encourage more people to attend. Volunteer numbers are still low and we need additional support in promoting and identifying new people.'

End of Project Monitoring

The end of project monitoring data demonstrates how organisations benefited from the grant, buying equipment and offering activities to help them recover after the pandemic. Community groups returned quotes and photographs illustrating the difference the grant made. The average award was £500, popular grant expenditure featured wellbeing events, such as open days and music events, outdoor activities, sports and games, music equipment, hygiene and cleaning products and building improvements.

95% of applicants completed an online end of project monitoring report detailing the grant spend, how projects helped recovery and the difference it made plus additional and unexpected impacts. This was the first time an online form has been used by Community Development for this purpose. Some key findings from the reports are detailed below:

- 95% of respondents found the Covid-19 Micro grants application form 'easy' or 'very easy' to complete.
- 16 respondents said they would benefit from additional Covid-19 funding
- Community organisations reported that local people, including elderly, isolated and vulnerable people, could confidently access clean safe community venues, resulting in an expedited return to social normality.

Three organisations were unable to spend the full funding and returned all or some of the grant received. Returned funds totalled £843.07 and were incorporated into Argyll and Bute Council's Supporting Communities Fund for allocation in 2023/2024.

Conclusions and Recommendations

This reports outlines the success of the Covid-19 Micro Grants scheme in supporting recovery from pandemic impacts for community organisations and village halls. In addition to this success, the end of project monitoring process has identified a number of needs still outstanding.

Argyll and Bute Council's Community Planning and Development Team continues to provide a range of support and services to community organisations, including:

- A free to use funding portal and monthly Funding Alert, as well as bespoke funding support if needed.
- Access to information, support and resources through our regular Community Development Bulletin and website
- One to one support with local Community Development Officer
- Support with partnership working, networking and signposting to other services

The need for targeted funding to address improvements to community facilities, and support rising energy costs remains. These points are being raised to the Community Planning Partnership for support and consideration to address.



Get started with your community-led action plan using this online toolkit:



1. Finding out

Find out what's happening in your local community



2. Reaching out

Get people involved to develop a vision for your community



3. Planning ahead

Set out what you want to achieve and how you'll do it



4. Keeping on track

Review your progress and see what you've learned so far



Community Development

We provide support, information and training for community organisations across Argyll and Bute.

CONTACT:
communitydevelopment@argyll-bute.gov.uk
01436 658881



Welcome to this month's Community Development Bulletin.

Spring is in full swing and so are our communities. We hope you all find something interesting and useful in this May edition.



Further Project Highlights

Port Appin Village Hall

£500 for replacement handrail for external steps down to main entrance of hall

'This encouraged older members of the community to join functions in the Village Hall, particularly during the winter. After Covid-19, people were reluctant to come together even for a funeral tea and being able to give assurances around cleanliness and safe movement around the building really helped.'



Grey Matters

£500 for chairs tables and a large gazebo so outdoor events could be held, making those shielding feel included.

'It's allowed us to reach more people.

We have also been able to take part in wider community events and the gazebo is a community resource if any partner organisations would like to use it.'

Achnamara Village Hall -

£500 for Covid safe cleaner and hand sanitiser, food hygiene equipment, PAT Test to reopen and a Music Licence.

'This vital funding enabled us to equip the Hall properly so that we could re-open with Covid measures in place. We were able to start running Cafe Connect, pop up suppers and other local activities once more, bringing the community together safely, which was so important at that time. We are now open and fully running fully again, with more activities planned into the Autumn. Thank you!'



Ardrihaig Community Trust

£456 for 4 electric automatic sensor wall fixed hand dryers, automatic gel dispensers, hand sanitizer gel and disposable face masks.

'With the ongoing fear of the Covid-19 infection, the Trust worked hard to assure the community that the Public Hall was a clean and safe environment to come and use for various activities which were gradually being re-established after the series of pandemic lock downs. The impact of the project has led to the Trust maintaining a policy of hall space cleaning over and above pre-Covid standards.'

Garelochhead Station Trust,

£385 for promotional pens with logo, hand sanitizer and roll up banners. Without the funding we would not have been able to advertise our services as widely as we have, thus not being able to support more members of the community.



Route 81 Volunteering

£459.95 for two gazebos

'Covid-19 severely impacted our ability to offer youth and community services. Whilst things have improved over the past year, at times, caution has still prevailed and the Gazebos have proven to be a valuable asset in enabling continuity and alternative options not only to Route 81 but to Centre 81 and partner organisations.'





Shrimps Tarbert Playgroup £500 towards venue hire

'The project allowed Tarbert Playgroup to restart again after the pandemic closures. This allowed caregivers and children to play and socialise again. We know how isolating lockdown was for families with young children and are delighted the playgroup will bring people together again.'

Kerrera Development Trust

£500 towards folding tables, new bins and marquee repair

'With our new community venue in the marquee and equipment, we were able to host community events enjoyed both by island residents and mainland friends. After the isolation of Covid- it was really wonderful to see families and friends gathering for music, dancing, art and crafts and family bbq's.

We are very grateful for the support from A & B Council to enable our community to thrive.'





Gigha Village Hall

£500 towards pneumatic cleaner

A difficult time brought about extra thorough cleaning.. to one and all!

'With help from our Covid 19 recovery grant it brought confidence and our community back to our hall.'



Carradale Hall

£500 for curtains and lining for the Main Hall windows

'The funds have allowed us to brighten up the hall. A deep clean and the curtains make the building much more attractive to the community and visitors.'



Campbeltown Sailing Club

£500 for safety boat training and cleaning materials

'The Covid recovery grant has helped Campbeltown Sailing Club stay active and get people sailing again. Local school students joined the sailing club in the summer of 2022 because of the regular opportunity to sail being offered.'

Quotes

Lorn Organic Growers - 'The Argyll and Bute Council Covid-19 micro grant provided support for a project we would have had to postpone because of decreased revenue. It gave us a reason to come together as a community when people were reluctant to participate.'

Tayvallich Community Hall SCIO - 'The Covid - 19 micro grant that we received really helped us to restart activities in the hall at a time when Covid restrictions were easing. It helped us feel more confident about re opening and using the hall for social events.'

Sandbank Village Hall - 'We appreciate receiving the grant which helped us to complete the work, it is so much better for the users with the lighting and flooring.'

Taynuilt Village Hall- 'It's just great to see everyone enjoying themselves again and we love to sing along with the kids.'

Dochas Carers Centre - 'So good to meet face-to-face and talk to people as my mental health was bad during lockdowns. The group has acquired many new volunteers during Covid lockdowns and it was great to see new and old faces.'

Arrochar and Tarbet Community Development Trust - 'It was so good to see so many residents of all ages come along to our 'Welcome Back' event. They enjoyed great craic and rekindled social networks - many of them hadn't seen each other for well over a year! It really brought the village hall back to life and began to bring our community back together. It felt like this event stimulated a process of rebuilding and re-engagement''.

References

Argyll and Bute Council's supporting Communities Fund

<https://www.argyll-bute.gov.uk/council-and-government/third-sector-grants>

Council meeting of 24th June 2021

<https://www.argyll-bute.gov.uk/moderngov/documents/s175880/Flexible%20Fund%20Council%2024-6-21%20-%20Final%20Version.pdf>

Grant Net

<https://www.argyll-bute.gov.uk/grantnet>

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Argyll & Bute

CHILDREN & YOUNG PEOPLE'S SERVICE PLAN

2023 - 2026



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Introduction

We want Argyll and Bute to be the best place in Scotland to grow up. The Argyll and Bute 2023–2026 Children and Young People’s Service Plan builds on earlier plans and was developed by listening to and understanding the needs of our children, young people, and their families.

This plan continues our focus on promoting children and young people’s wellbeing, underpinned by Getting it Right for Every Child (GIRFEC), and extends this by developing our trauma informed workforce. Through this we are ensuring we embed UNCRC (United Nations Convention on the Rights of the Child) and The Promise at the core of everything we do. This links across several other plans including the Local Outcome Improvement Plan (LOIP). The Joint Strategic Needs Assessment provides the foundation for this work, underpins the Children and Young People’s Service Plan and the Corporate Parenting and Child Protection Plans.

We recognise that the past few years have been some of the most challenging we have experienced in a generation. The economic outlook stays uncertain, while cost of living increases are placing families and services under unprecedented pressure. This plan has been developed to try and address some of the impacts of COVID and predict some of the future pressures we face over the next few years. With so much uncertainty about the future, this plan is designed to remain dynamic and adaptable to address the challenges which our communities and our services face.

Supporting our children and young people continues to be the most valuable long-term investments we can make. Through investing our shared resources and focusing on prevention and early intervention, we recognise that the most effective strategy to support young people is an integrated and preventative approach which is implemented at the earliest possible stage.

This plan provides a framework for professionals, parents, carers, and volunteers to work with our children and young people, helping to shape and improve the services we offer. The partnership is fully committed to continuing to deliver our Children and Young People’s Service Plan. We thank all contributors to the plan for their ongoing support and commitment to working together and achieving the best possible outcomes for young people.



Pippa Milne

Pippa Milne

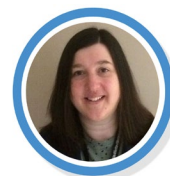
Chief Executive
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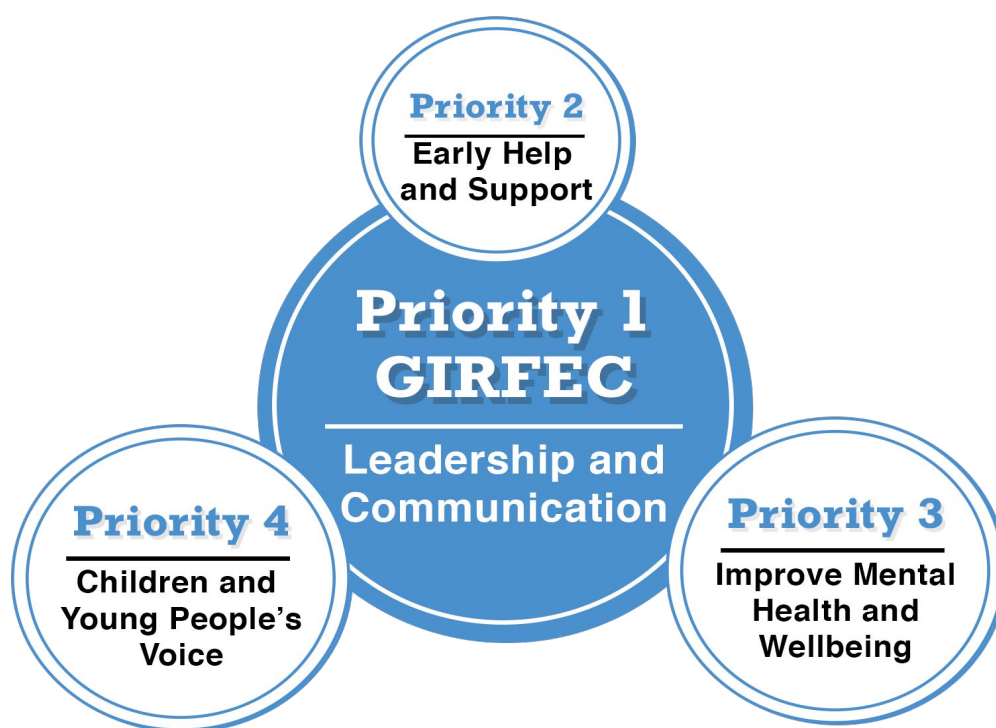
Fiona Davies

Chief Officer
Argyll & Bute Health &
Social Care Partnership

Argyll and Bute Children and Young People's Service Plan

The Children and Young People's Service Plan 2023–2026 sets out our joint vision, our priorities, and the outcomes we will strive to achieve for Argyll and Bute's children and young people. It was created in collaboration with partners involved in the delivery of services for children and young people throughout Argyll and Bute. This is informed by the plan's most important partners, our children, and young people themselves.

Strategic Priorities



Argyll and Bute's vision commits partners to "work together to achieve the best for children, young people, and families." To realise this vision, this Children and Young People's Service Plan is underpinned by the Getting It Right for Every Child (GIRFEC) framework. The strategic priorities also align with Outcome 4 in the local Single Outcome Agreement (SOA) and the National Performance Framework (NPF).

Our Context

Vision for Argyll and Bute

In our vision, we say what we want the future to look like for our children, young people, and their families. This includes all those who use services as well as all those who work in the services in Argyll and Bute.

The shared language of GIRFEC and the promotion of wellbeing have been adopted by all partners. This approach ensures the delivery of real improvements and provides opportunities for all children to “grow up loved, safe, and respected so that they realise their full potential,” which is reflected in the National Performance Framework. This approach puts the child firmly at the centre and ensures that every child grows up to be healthy, happy, and part of the local community.

- Providing a decent quality of life, including good mental and physical wellbeing.
- Delivering high-quality universal services for everyone.
- Delivering better targeted services for vulnerable children.
- Respecting, protecting, and fulfilling children’s and young people’s rights.
- Tackling child poverty and inequality.
- Supporting family wellbeing.
- Understanding and addressing the influence of trauma and adverse childhood experiences.
- Improving outcomes for children, young people, and adults who have been in care.

The Promise

We have fully committed to the promise made to Scotland's infants, children, young people, adults, and families. By 2030, we will transform our care system and the values around which it operates. Ensuring we uphold safe, loving relationships that are important to children and young people and that we continue the transformation of our community services to make sure more children are supported to stay safely with their families. Integral to this plan is building upon and embedding our commitment to the priorities and values of the Promise.

Voice:

Children must be listened to and meaningfully and appropriately involved in decision-making about their care, with all those involved properly listening to and responding to what children want and need. There must be a compassionate, caring culture of decision-making focused on children and those they trust.

Family:

Where children are safe in their families and feel loved, they must stay, and families must be given support together to nurture that love and overcome the difficulties that get in the way. Care: Where living with their family is not possible, children stay with their siblings where it is safe to do so and belong to a loving home, staying there for as long as needed.

People:

The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community, who in turn must be supported to listen and be compassionate in their decision-making and care.

Scaffolding:

Children, families, and our workforce must be sustained by a system of help, support, and accountability that is ready and responsive.

National Performance Framework

- We are healthy and active**
- We are well educated, skilled and able to contribute to society**
- We tackle poverty by sharing opportunities, wealth and power more equally**
- We grow up loved, safe and respected so that we realise our full potential**
- We respect and fulfil human rights and live free from discrimination**
- We live in communities that are inclusive, empowered, resilient and safe**
- We are creative and our vibrant and diverse cultures are expressed and enjoyed widely.**



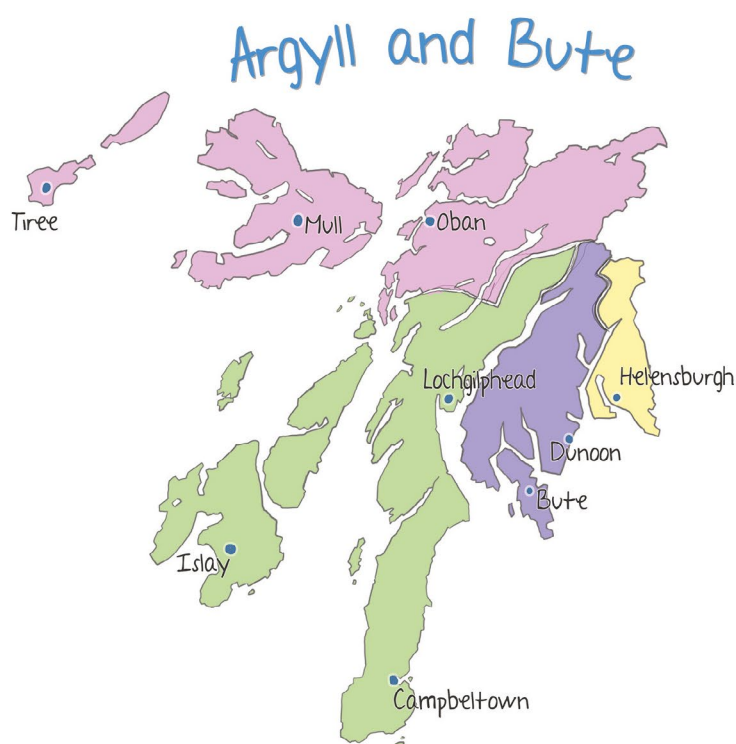
National Performance Framework

The National Improvement Framework (NPF) sets out the government's vision for Scotland and its overarching approaches, which apply across all the GIRFEC wellbeing indicators and outcomes for children, young people, and their families.

The 11 national outcomes are interlinked, and actions taken to drive progress in each area are crucial to improving the lives of children and young people. Focusing on national wellbeing outcomes will help us understand what we need to do to make Argyll and Bute the best place to grow up and contribute to the achievement of this vision.

The indicators and outcomes of wellbeing relate to the articles set out in the UN Convention on the Rights of the Child (UNCRC). These incorporate the eight aspects of wellbeing set out in the GIRFEC approach. These are summarised as SHANARRI (Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, and Included).

Area Profile & Local Context



Population

- Total population 85,900 (2020)
- Male 42,700
- Female 43,100
- 25% of population is 65+
- Under 18 years population 14,566

(Source: NOMIS official labour market statistics 2020)

Area Profile & Local Context

Argyll and Bute is the second-largest local authority by area in Scotland, with a land area of 690,899 hectares.

We have the third-sparsest population of Scotland's 32 local authorities, averaging only 13 persons per square kilometre. We have 23 inhabited islands, more than any other Scottish local authority, and around 4% of Argyll and Bute's population lives on these islands. One in five of the population is aged between 0 and 19 years.

Population dispersion requires multiple facilities for service delivery to ensure access to users and communities. The distance between the principal areas creates challenges in terms of reliability, timing, and cost of travel. Services are directed through four principal areas: Helensburgh and Lomond; Mid Argyll, Kintyre, and Islay; Oban, Lorn, and the Isles; and Bute and Cowal.

Where Are We Now

Understanding the needs within the context of local communities has informed this plan.

- Building on actions and performance from the 2020-2023 CYPSP.
- Joint Strategic Needs Assessment.
- Consultation with family groups and children and young people.
- Participation in **GIRFEC** focus groups.
- Findings from the Independent Care Review and guidance from The Promise.

This process has enabled the strategic children's services group to make an appraisal of the current needs of children, young people, and their families. Through this, we can account for the achievements we have made and what we need to do now and in the future. The exercise has been critical in identifying the key strategic priorities that must be focused on over the next three years.

Our Data

Scottish Index of multiple Deprivation 2020

In 2021,⁽²⁾ it was estimated that half of the population, or 45%, lived in the 52 Argyll and Bute data zones, which are within the 20% most access-deprived data zones in Scotland. Of the 38,898 people living within these data zones, 5,084 were aged 0–15.

Nine of these data zones are in the top 1% of the most access-deprived data zones.⁽³⁾

All data zones that are in the 20% most deprived by income, employment, health, and overall are in the main towns of Argyll and Bute. Conversely, access deprivation is most pronounced in rural areas.

Table 1: Access deprivation within Argyll and Bute data zones

Population break-down	2017 Population	2021 Population	2021 Population (aged 0-15)
Population in 20% most AD	36,288	38,898	5,084
Data zones in 20% most AD	52	52	52
Percentage of total population	44%	45%	41%
Total Population	86,810	86,220	12,441

Table 2: Argyll and Bute data zones in SIMD 2020 1% most access deprived, by Scotland as a whole

Population break-down	2017 Population	2021 Population
Population in 1% most AD	6652	6806
Data zones in 1% most AD	9	9
Percentage of total population for section	8%	8%
Total Population	86,810	86,220

The latest statistics for child poverty in Argyll and Bute (2020/21) show that 18.6% of those ages 0–15, or 2,255, are in low-income households.

- 2 - Mid-Year Population Estimates | National Records of Scotland (nrscotland.gov.uk)
- 3 - Scottish Index of Multiple Deprivation 2020 - gov.scot (www.gov.scot)

On July 12, 2022, the End Child Poverty Coalition⁽⁴⁾ published the latest local child poverty figures. Their research, covering the period 2020–2021, provides the best available estimates of child poverty at the local authority level (below 60% of the median income after housing costs).

Table 3: Argyll and Bute children in poverty (after housing costs)

Year	Percentage of Children in Poverty	Percentage Point Change
2014-15	20.7%	N/A
2020-21	18.9%	-1.8%

This positive change reflects the Scottish Government's investment in the new Scottish Child Payment, other Social Security payments, and a range of other measures, including local work undertaken to tackle child poverty.

Such positive changes have been observed in 26 of Scotland's 32 local authority areas. Child poverty is lower in Scotland compared to other UK (United Kingdom) nations at 21%, followed by England at 29% and Wales at 34%.

Table 4: Children Living in Low Income Families

Year	Argyll & Bute	Scotland
2017-18	17.3%	18.6%
2018-19	16.7%	16.5%
2019-20	17.2%	16.8%

Table 5: Numbers in Receipt of Council Tax Reduction

Date of comparison	Council Tax Reduction Caseload
01/04/2021	6,531
2/03/2022	6,930

Island Poverty

There are many challenges facing our 23 island populations and communities. Officers from Argyll and Bute have been engaging with the Scottish Government and other island local authorities to ensure that food insecurity issues that affect island communities are known, understood, and addressed.

Challenges for our remote and island communities include fuel poverty, shortages of and prohibitive costs for housing, transportation challenges, and difficulties accessing employment and training opportunities, higher costs for food, online connectivity issues, and access to services. In addition, young people face issues relating to loneliness and emotional wellbeing.

A University of Edinburgh study⁽⁵⁾ has found that the number of young people in rural Scotland who say they are lonely is higher than the number of elderly people in the same communities. The study, found 32% of those aged 18 to 29 said they feel lonely most of the time or all the time, compared with 3% in the 70-79 age group and 8% of the total surveyed.

- 5 - CovidLife | The University of Edinburgh



COVID and the Cost-of-Living Crisis

The Fraser of Allander Institute concluded that a third of Scots are cutting back spending on food and other essentials due to the cost-of-living crisis. Their analysis suggests the impact of the cost-of-living crisis is being felt in diverse ways by different demographics. It emphasised that younger consumers may be hit harder by increases in housing and public transportation costs. Older age groups, it said, are more likely to acknowledge a price rise in food and fuel.

Analysis⁽⁶⁾ from the Institute for Fiscal Studies and the Joseph Rowntree Foundation confirms that lone parents have seen the sharpest falls in living standards: they are more likely to go hungry, skip meals, be in debt, and be less likely to be able to afford to heat their homes. The continuing pandemic and rise in living costs are particularly concerning for lower-income families and those in poverty who find themselves trapped in abusive relationships.

New research by the Institute for Fiscal Studies shows that relative poverty for children in single-parent families has risen at a significantly faster rate compared with other households. And half of all children in single-parent families are now living in relative poverty. Years of austerity and benefit cuts over the last decade have reduced incomes for the most vulnerable.

The ONS⁽⁷⁾ recently identified the following groups as being most impacted by the cost-of-living increases:

- **Adults on the lowest incomes, those renting their homes, or those with no formal qualifications were most likely to report they could not afford this unexpected expense.**
 - **Analysis suggested that parents of dependent children, adults who were divorced or separated, and disabled adults were more likely to report they could not afford this unexpected expense.**
-
- **6 Pre-pandemic relative poverty rate for children of lone parents almost double that for children living with two parents | Institute for Fiscal Studies (ifs.org.uk)**
 - **7 Impact of increased cost of living on adults across Great Britain - Office for National Statistics (ons.gov.uk)**

Joint Strategic Needs Assessment (JSNA)

Gathering the views of children, young people, and their families about their experiences using services is paramount to effective service planning. This wealth of information about the provision and impact of the services informs existing and future assessment of needs.

These priorities are fluid and can be changed over the three-year period, ensuring resources are directed with the aim of achieving measurable change and reducing any outcome gaps. The plan has been structured to align clearly with the NPF, ensuring we have an all-encompassing and comprehensive Children and Young People's Service Plan.

National and Local Findings - Summary:

A range of national and local data has informed the planning of prevention, support, and services for children and young people and clarified priorities.

National data from Action on Smoking and Health Action on Smoking and Health ASH (Action on Smoking and Health, 2022) show an increase in vaping among young people aged 11 to 17 in the United Kingdom. In 2022, 15.8% said they had tried vaping, compared to 11.2% in 2021. Further localised data on vaping and smoking has been obtained from the Planet Youth survey.

Argyll and Bute were part of the Iceland Prevention Model pilot survey carried out by Planet Youth, alongside four other regions in Scotland. Research was conducted on the health behaviours of S3 and S4 pupils in a small number of secondary schools. Findings from the 2022 report are detailed in the table below with the Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS) data.

The Argyll and Bute Alcohol and Drugs Partnership (ADP) C&YP Needs Assessment (2021) found that greater recognition of trauma amongst the workforce was needed, particularly in relation to care-experienced young people, gaps in the provision of addiction services for young people and older young people, and the need for family therapy and parenting support.

Table 6: Summary of findings relating to substance use and mental health

Smoking

Reduction in the number of 13-year-olds reporting that 81% had never smoked, compared to the national trend. This is offset by an 11% increase in the number of people this age who have ever smoked, both locally and nationally in the same population.

Planet Youth (2022) found, 15% of S3 and S4s reported smoking in the last 30 days, compared to 14% in Scotland. 12% recommended smoking daily.

Increase the number of 13-year-olds who believe it is “okay” for someone their age to “try smoking to see what it’s like” by 10% locally and 5% nationally.

Planet Youth (2022) reported a 3% increase in the number of 13-year-olds using e-cigarettes once a week or more and a 4% increase in 15-year-olds, 25% of S3 and S4’s reported using e-cigarettes within the last 30 days, compared to 23% in Scotland. 7% reported using e-cigarettes daily.

Alcohol

44% of the 13-year-old respondents noted that “they had had an alcoholic drink (a “proper” alcoholic drink—a whole drink, not just a sip)” increase of 13% locally and an 8% increase against the national data.

78% of 15-year-old respondents noted that “they had had an alcoholic drink (a “proper” alcoholic drink—a whole drink, not just a sip)” an increase of 8% locally and 7% against the national data.

An 11% increase in the number of 15-year-olds who said they had drunk alcohol in the week prior to the survey was accompanied by a 9% increase against the national data. On Planet Youth (2022), 53% of S3 and S4 students reported using alcohol in the last 30 days, compared to 41% in Scotland.

A 15% reduction in the number of 13-year-old respondents reporting that they had never been drunk is offset by a 15% increase in this population saying that they had ever been drunk.

Table 6: Summary of findings relating to substance use and mental health

Drugs

90% of 13-year-old respondents had never tried any drugs.

37% of 15-year-olds felt it was “okay” for someone their age to “try taking cannabis to see what it’s like.” This is a substantial increase locally of 21%.

12% of 13-year-olds felt it was “okay” for someone their age to “try taking cannabis to see what it’s like.” This is a local increase of 10%.

A 15% increase in 13-year-olds reporting they had been offered drugs locally, equating to 26% of the respondent population.

A general increase in the proportion of 13-year-old (13%) and 15-year-old (12%) respondents reporting being offered cannabis [the most offered drug].

26% of 13-year-olds reported they had been offered drugs.

19% of 15-year-olds obtained their drugs from an older friend on the last occasion they took them, a substantial reduction of 32% locally from 2013.

Mental Health

37% of 13-year-olds and 45% of 15-year-olds had an overall borderline or abnormal score.

A 29% increase in both 13 and 15-year-olds had a borderline or abnormal score for emotional symptoms.

Planet Youth (2022): 51% of S3 and S4’s reported harming themselves on purpose.

9% said they had tried suicide in the last 6 months, as opposed to 8% in Scotland.



Cool2talk

Cool2talk supplies free, anonymous, and confidential health information for young people. Cool2Talk reported that during the period 2020–2022, an average of 123 questions were asked per year. The questions covered a broad range of topics. The most often discussed topics in 2020-2021 were sexual health (26), general health (21) and anxiety (15). 45% of the total questions asked in the year 2021–2022, were assigned to the emotional health topic. In addition, there were 37 questions assigned to the relationships topic; this may have been due to the impact of COVID-19 and lockdowns on young people’s mental wellbeing and their friendships.



Table 7: Planet Youth (2022) findings of peer pressure relating to substance use and mental health

Peer Pressure

Planet Youth (2022) S3 and s4s agree it is necessary to engage in the following in order not to be left out.

Alcohol	16%	11%
Smoking	10%	7%
Cannabis	9%	6%
Vape	11%	8%
Other drugs	6%	5%



Feedback from Young People

As part of developing our plan we asked young people what mattered to them, the following key areas were found:

What Matters To Me

- Being respected and treated equally
- Our voice being listened to
- We have opportunities to be healthy, both our physical and mental health



What We Are Doing Well...

- Supplying clubs and opportunities to take part in different activities.
- Working to ensure young people have a voice.
- Supplying support for young people.
- Providing young people with education.
- Developed our network of local Care.
- Experienced participation groups.

Even Better If...

- We had opportunities to access good support for mental and emotional health.
- People act on the feedback we supply.
- Increased youth opportunities.
- We made sure children and young people's rights are upheld.

Our key Achievements to date

The following section highlights key achievements across the children's services partnership throughout the 2020–2023 Children and Young People's Service Plan.

Early Intervention and Support Children's Health

We have kept above 90% of children having assessments completed at 13–15 months (93.6%) and 27–30 months (92.6%). Breastfeeding rates at 6–8 weeks continued to improve over the last 2–3 years, with the percentage of babies exclusively breastfed at 6–8 weeks still being stable at 44%, which exceeds the national target of 32%. Agencies have been working together to address child poverty concerns and ensure vulnerable families are less likely to be missed. Families who do not take part are encouraged to do so when they face adversity or a crisis.

Addressing Non-Attendance (ANA)

The Addressing Non-Attendance (ANA) training and resource package was developed to build the knowledge and skills essential for those who support school non-attenders across all stages of the process and with all types of school refusal and to enhance partnership working between schools, agencies, and the third sector.

Non-attendance is one of the biggest problems facing schools, and inequalities are worsened by the impact of COVID-19 and the cost-of-living crisis. In 2022, training was delivered to three pilot secondary schools and their identified partners. Work is ongoing to find the next cohort through readiness discussions and preparatory tasks.

Mental health and wellbeing Perinatal Health Service

The Perinatal Mental Health Service has been live since December 2021. Working closely with services in NHS Greater Glasgow and Clyde, including the mother-baby unit, the service provides consultation, triage with expectant mothers, and staff training.

Trauma-informed workforce

In 2019, Argyll and Bute Children's Services were selected by the Scottish Government as one of three areas to develop approaches to implementing the delivery of high-quality and sustainable trauma training across the children's workforce, including carers. The collaboration between education, psychology services, social work, CAMHS (Child and Adolescent Mental Health Service), and the third sector has been central to the delivery of this trial. Following a successful launch event held in Dunoon in December 2019, and despite the circumstances of the pandemic, we have successfully rolled out training across the workforce. At our Trauma Conference in November 2022, we celebrated our success and looked to the future with 135 practitioners, caregivers, managers, and young people. This conference celebrated the changes to practice which are making a difference to children, young people, and families, through the meaningful participation of young people, the work of the Family Placement Team, our nurturing schools, engagement with dyadic developmental practice and we have committed to further embedding our trauma-responsive children's services and children's workforce as a key strategic priority for the 2023–26 plan, supported by the appointment of a trauma training coordinator to help embed training across services.

Consultation with LGBTQ+ young people

The Educational Psychology Service has launched a consultation survey to gather the views of young people who identify as LGBTQ+ and explore their feeling of mental health support services and how support could be improved. The results and recommendations of this research will be shared with schools across Argyll and Bute and with the wider education community to raise awareness of the successes and challenges raised. It is hoped that this research will help make schools a more positive, safe, and inclusive place for all pupils to learn.



Our Children Their Nurturing Education (OCTNE)

OCTNE supports schools to become nurture and relationship-based communities by supplying a framework underpinned by self-evaluation and an accreditation pathway to recognise development. The most recent cohort expanded OCTNE to include early-years establishments. This is supported by a principal teacher of nurture and two nurture teachers who supply direct support and supervision to educational establishments through a coach-consult model. The support supplied allows establishments to work towards nurturing accreditation to show how learning has changed practice.

The following has been achieved:



Our Children Their Nurturing Education was chosen for inclusion in Health and Wellbeing: A Thematic Review, which highlights case studies of effective practice. Link - [Health and wellbeing: a thematic review \(education.gov.scot\)](https://www.education.gov.scot/health-and-wellbeing-a-thematic-review)

Counselling in Schools

The Counselling in Schools service, delivered in partnership between Argyll and Bute Council and NHS Highland, was accessed by 751 young people between 2021 and 2023. Following review of the service and consideration of data, Argyll and Bute Council commissioned a new provider for counselling in schools, which will include both 1-1 counselling and group work interventions as right.

Therapeutic Counselling Services will now provide school based counselling in Argyll and Bute. Therapeutic Counselling Services is an organisation dedicated to supporting mental health, emotional wellbeing and psychological resilience. The TCS group provides specialist services to children, young people, families and adults of all ages and is an organisational member of the British Association of Counselling and Psychotherapy.

UN Convention on the Rights of the Child

In 2023, the Scottish Government will deliver on its promise to integrate the UNCRC into Scottish law. The UN Convention on the Rights of the Child (UNCRC) is the children's rights treaty that informs all the work laid out in this Children and Young People's Service Plan. It sets out the rights that all children and young people in Scotland have and outlines what children need to give them the best chance of growing up happy, healthy, and safe.

The Improvement Service has produced a "Getting Ready for UNCRC Incorporation Framework" to aid local authorities, which sets out 11 key areas that must be considered. These include involving young people in decision-making, having a suitable complaints procedure, and producing information and materials in child-friendly versions.

It should be noted that these will apply to all departments of the council, not just those that work directly with children. Local authorities must also produce a Children's Rights Report every 3 years, and we will do this in April 2023.

Leadership is key to the implementation of the UNCRC, and leaders at all levels will be able to confidently speak about the importance of children's human rights and convey this message to others in a way that is meaningful. Corporate and strategic level plans will make an explicit commitment to children's human rights, including the participation of children and young people in decision-making. Training will be given to managers and staff as part of the council's action plan to achieve effective implementation and ensure the rights of all our children and young people in Argyll and Bute.

Co-production and Children and Young People's Voice

In line with the integration of the UNCRC into Scottish legislation, The Children and Young People (Scotland) Act 2014 covers a broad range of areas but has the primary goal of supporting the Scottish Government's ambition "for Scotland to be the best place to grow up in" and for children and young people to be "at the heart of planning and delivery of services and ensuring their rights are respected" (Scottish Government, 2013). The Act places the UN Convention on the Rights of the Child on a statutory footing in Scotland and, in doing so, looks to create the conditions for children and young people to know about and exercise their right to have a say in decisions that affect them. With a strong focus on person-centred care and co-designing and delivering services to meet the needs of children and young people rather than services that they need to fit into, there is a strong emphasis on co-production principles within this legislation.

Public services need to be co-designed, commissioned, delivered, and co-assessed in ways that value the contributions, experience, skills, and knowledge of the people who use and need the service. There are already some notable examples of co-production happening in Argyll and Bute and increasing evidence of its positive impact. The Youth Advisory Panel and four Champion's Boards are now well proven, with progress being made towards their involvement in practice and policy decisions on an ongoing basis. Some of Argyll and Bute's care-experienced young people have also developed their own communication platform after feeling dissatisfied with a nationally developed app. However, there is still untapped potential within our communities. This potential will only be realised through the Argyll and Bute HSCP (Health and Social Care Partnership) working with the young people who use services, making the most of their combined assets and shared desire to achieve better outcomes for children, young people, and communities.

The development of the Youth Advisory Panel has increased the engagement of children and young people and their understanding of the 2020–23 Children and Young People's Service Plan. We have formed a network of community care experienced participation groups. With the support of our participation officer and Educational Psychology team, we are growing in confidence and beginning to shape and inform practice and policy development.

Equality and Diversity

Child Poverty

Tackling child poverty is recognised in Argyll and Bute as key to ensuring the happiness and wellbeing of our children and young people and ensuring the best probable future outcomes for them. A Child Poverty Action Group is chaired by the HSCP (Health and Social Care Partnership) Chief Officer and works to ensure effective, multi-agency working between its partners, which include the Council, Health Board, Education, and the Third Sector. A child poverty action plan has been in place since 2019, and this is reviewed annually with children, young people, and other stakeholders consulted during this process. Child-friendly versions of the plan are produced and shared widely.

Work around communications, engagement, and child poverty data is taking place to ensure a better understanding of local challenges and barriers to reducing child poverty. It is the aim of the group and its members to meet the Scottish Government's target for national child poverty reduction in 2023, set at 18% relative poverty. Child poverty in Argyll and Bute has decreased from 20.7% in 2014–2015 to 18.9% in 2020–2021. While the difficulties are acknowledged, given the current cost-of-living crisis, this is regarded as an important target.



Mentors in Violence Prevention

In January 2022, Argyll and Bute set up the Violence against Women and Girls Project Board, engaging staff across the local authority. In line with this work, Education has been extending the development of the Mentors in Violence Prevention Program that had been set up initially in two schools in 2019. The peer mentoring programme addresses unconscious bias as well as gender-based issues. A multi-agency partnership approach has been taken to the development of this secondary school program, with three schools having set up the programme and another three developing it. Delivery is supported by partners in Police Scotland, CLD, the NHS, and Argyll and Bute Rape Crisis. A development plan is in place to ensure that this programme is rolled out to all schools by 2025. This project addresses some of the issues raised in the Children's Parliament Report published on October 22 in relation to gender equality in education and learning.

In addition to Equality Training for all Argyll and Bute employees, Education has developed an Equality and Diversity CLPL strategy to increase engagement in professional learning and ensure that staff can support the needs of children and young people. Equality and diversity training has been introduced into the professional learning of probationary teachers. The Argyll and Bute Equality Forum ensures that the local authority and HSPC continue to work together to address equality issues. Work is taking place within education to refresh the LGBTQ+ network and to work towards a consistent framework that allows schools to measure their progress in this area of work.



Relationships, sexual health, and parenthood (RSHP)

The introduction of the national RSHP curriculum in 2019/20 has presented challenges for education delivery due to the periods of lockdown. Gaps in this provision were identified as a priority by the Youth Advisory Panel. Education and NHS staff have been working together to supply support and resources to schools in the delivery of the national RSHP curriculum. A newly established working group will focus on ensuring consistency of provision across the NHS Highland region.

Young carers

The Carers (Scotland) Act 2016 requires Argyll and Bute HSCP to provide all young carers with a Young Carers Statement and support tailored to their specific needs. To meet the requirements of the Carers (Scotland) Act 2016 and to support our young carers in Argyll and Bute, we have taken steps to promote awareness of young carers in Argyll and Bute, including the development of an app to support the completion of young carers' statements.

Awareness sessions and information have been shared with all stakeholders, including children and young people. A poster aimed at identifying and encouraging young carers to seek help has been created to raise awareness about them. To improve awareness and support, processes have been implemented within education to ensure young carers can be recorded on SEEMiS.

Throughout this development, we continue to ensure that Young Carers voices are heard and will continue to be heard as we move forward with youth participation. The Carers Centres, which are contracted to carry out the responsibilities of the Carers (Scotland) Act 2016 and the Young Carers Statements, have excellent relationships with Argyll & Bute HSCP.



CYPSP 2023–2026 Priorities

Our CYPSP priorities are underpinned by GIRFEC and supported by several key delivery plans and performance measures.

- Young people are encouraged to keep a healthy weight and increase their physical activity.
- Families are aided and directed to ensure that welfare benefits, Healthy Start vitamins, and vouchers are utilised.
- Preschool children meet their developmental milestones before starting school.
- Children and families are provided with effective support to maximise income and help reduce the adverse impacts of growing up in poverty.
- Children and young people are supported to make informed choices about sexual health.
- Partners work together and actively seek out and listen to the views and experiences of children, young people, and their families. The feedback shows key areas for improvement to ensure that their health and well-being requirements are met.
- Partners collaborate to develop and sustain breastfeeding communities in their communities.



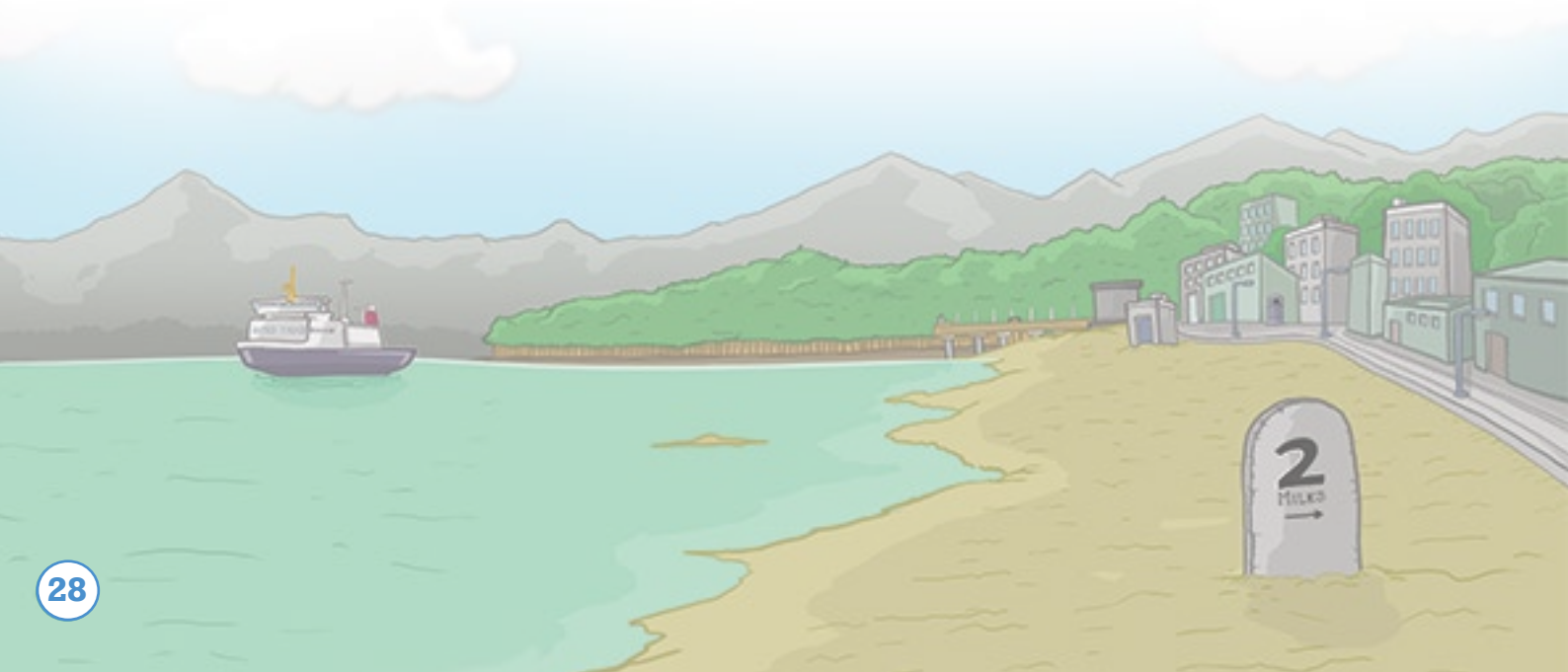
CYPSP Priority 1:

By ensuring Getting it Right for Every Child is central to our core working practice we are getting it right for our children and young people

Children’s services are delivered through integrated systems, and strong, respectful, and collaborative leadership is an essential part of this. “*Getting it right for every child*” (GIRFEC). This is the golden thread that encompasses all our partnership work, it supplies a shared approach and framework for professional standards.

The following high-level, multi-agency aims support this:

- **An improved partnership approach to service delivery will result in better outcomes for children, young people, and their families.**
- **Ensure that children and their families are fully engaged in decision-making and able to contribute to their support and learning.**



CYPSP Priority 2:

Our children and young people have access to early help and support

Outcome 4 priority – Child Poverty

Effective early help is essential to improving the life chances of children, young people, and their families. The aim of the early help and support priority is to build capacity in communities that will prevent crime, support education, and keep children, young people, and their families healthy and safe.

The following high-level, multi-agency objectives support this:

- The Child Poverty Action Group will coordinate child poverty work in Argyll and Bute and help interagency cooperation.
- The Child Poverty Action Group will consult and work with children and young people on the Child Poverty Action Plan and ensure that the local authority reporting duties on this plan are met.
- The Employability Team’s overarching objective is to ensure suitable opportunities for individuals of all ages and abilities based on tackling socio-economic disadvantage, removing inequalities, and removing multiple barriers to securing sustainable employment.
- Young carers and their families will have access to information and resources tailored to their specific needs. Young carers and their families are more likely to experience higher levels of child poverty and therefore should be supported in maximising income.
- Families with children and young people, as well as young people living independently, can access housing support services. Support services give recipients the tools to help them in sustaining their tenancies, helping to reduce the number of failed tenancies and homelessness applications. Assisting children and young people to remain in their homes, communities, and schools is a key element in mitigating child poverty.

CYPSP Priority 3:

We improve the mental health and well-being of our children and young people

Outcome 4 priority – Engagement

Our key focus is to improve the lives of children and young people by supporting them to achieve the best possible outcomes for their emotional wellbeing and mental health. It is critical to create a new culture around children and young people's emotional well-being and mental health that supports and enables resilience while also ensuring access to specialist services.

The following high-level, multi-agency objectives support this:

- The development of added support for new mothers, where we know that many experience a variety of mental health needs and challenges that can be supported by universal services, while some mothers will benefit from or require specialist help and intervention. These are to be informed by attachment-led practice and trauma-informed approaches to understanding need.
- Ensure that children and young people can access early mental health, wellbeing, and counselling support at school and in their communities.
- Argyll and Bute have a trauma-informed children's and young people's workforce with consideration of needs at the point of transition into adult services.
- The partnership will improve assessment pathways for children, young people, and their families with neuro-developmental conditions.
- Children and young people will have access to mental health and wellbeing programmes and supports to enhance prevention and early intervention while supplying more specialist support where needed.
- Through access to advocacy services Children and young people will be supported in building healthy relationships. embedding trauma-informed principles across our services.
- Extend the work and influence of our care-experienced population through our participation groups.

CYPSP Priority 3:

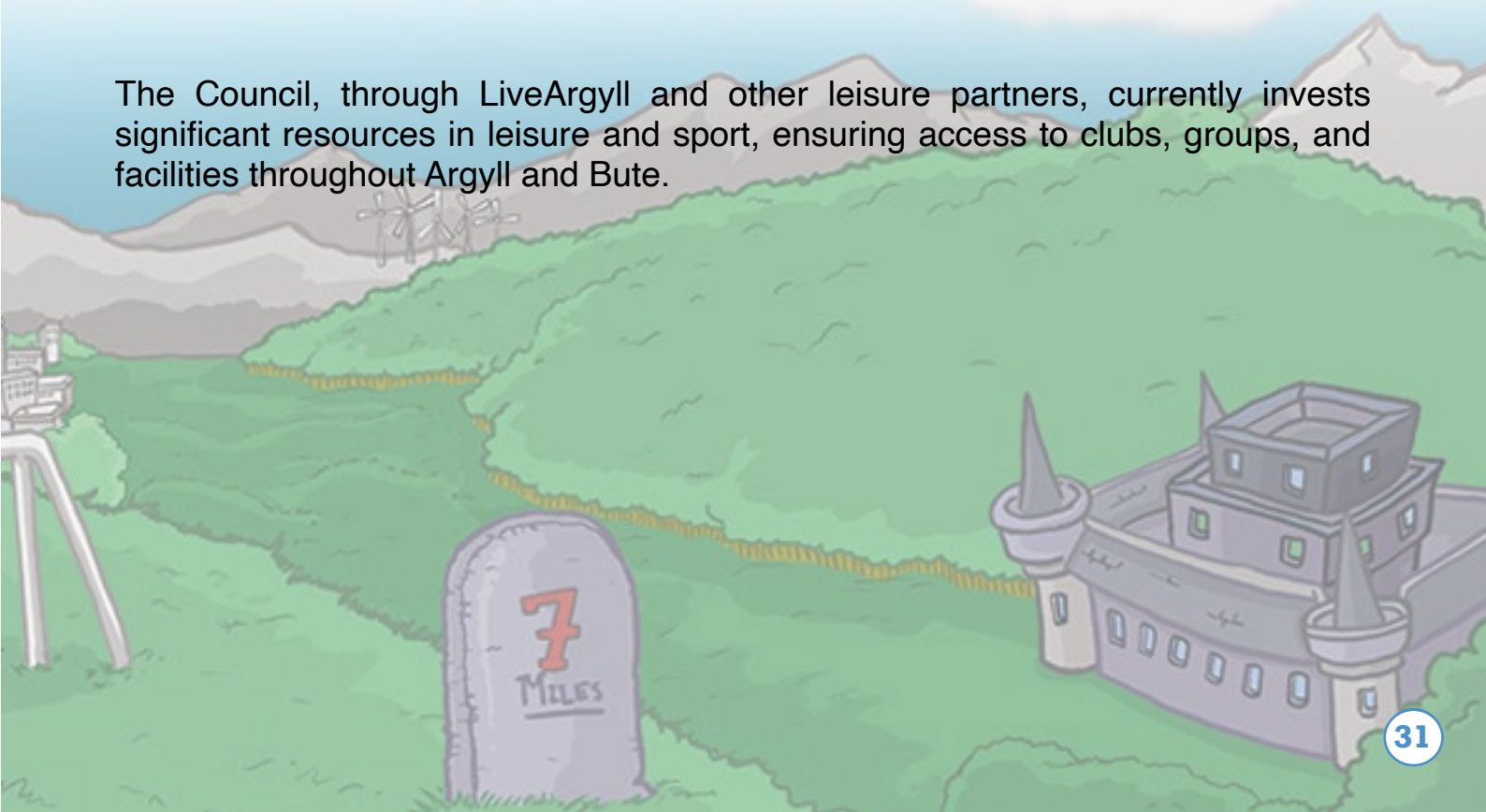
We improve the mental health and well-being of our children and young people

Outcome 4 priority – Engagement

Research indicates that inactive children are likely to become inactive adults, putting young people at risk of developing life-threatening conditions such as heart disease and cancer. There is a mass of evidence demonstrating regular exercise has numerous mental, physical, and social health benefits for children and young people, such as:

- **Improving fitness.**
- **Providing an opportunity to socialise.**
- **Increasing concentration.**
- **Improving academic scores.**
- **Building a stronger heart, bones and healthier muscles.**
- **Encouraging healthy growth and development.**
- **Improving self-esteem.**
- **Improving posture and balance.**
- **Reducing anti-social behaviours.**
- **Lowering stress.**

The Council, through LiveArgyll and other leisure partners, currently invests significant resources in leisure and sport, ensuring access to clubs, groups, and facilities throughout Argyll and Bute.



CYPSP Priority 4:

We ensure our children and young people's voice is heard

Outcome 4 priority – Children's Rights

Every child has the right to express their views, feelings, and wishes in all matters affecting them and to have their views considered and taken seriously

(UN Convention on the Rights of the Child, Article 12).



Not only do children and young people have a basic human right to express their opinions on issues that are important to them, but their opinions must also be actively sought out, listened to, and acted upon to make a difference and improve the lives of children and young people.

The following high-level, multi-agency objectives support this:

- The Young Peoples Advisory Panel and Participation Groups will work to ensure that all children and young people are actively engaged and involved in the development of future services.
- The multi-agency focus across schools and communities for children and young people will ensure maximum impact in key areas such as good mental health and wellbeing, personal skills, leadership, team building, and communication.
- Partners will ensure that children and young people have equal and equitable access to real and meaningful outcomes.
- Children and young people's feedback will ensure that multiagency service delivery and support are focused on what is most important to them.

Getting it Right for Every Child

Partners will embrace transformational change to improve service delivery resulting in better outcomes for children, young people, and their families

Objectives

(High Level/ Multi-agency)

- The strategic Children's Services Partnership has oversight of GIRFEC practice and developments.
- Further developing our partnership approach to service delivery will result in better outcomes for children, young people, and their families.
- Children's services workforce plans are embedded in the leadership approach.
- Ensure that children and their families are fully engaged with collective decision making and able to contribute to their support and learning.

Multi-Agency Requirements

(Expectation of key multi-agency partners)

- Partners design and deliver services in line with local priorities and systems.
- Partners continue to develop our GIRFEC practice to ensure it meets local needs and priorities.
- Partners promote and celebrate collective successes, ensuring that children, young people, and their families are engaged with shared learning and can show what works.

Outputs

(What are we going to deliver as multi-agency partners)

- We have a shared understanding of local systems and processes.
- We can show the refreshed GIRFEC materials sit firmly within the context of our priorities.
- We are working to support staff to ensure a rights-based approach is implemented in practice, so that children's rights are respected, protected, and fulfilled across Scotland.
- We can show collective leadership approaches and developments across the partnership.
- Partners will work together to deliver transformational change in children's service practice.
- Partners will ensure the rights of the child are embedded in the new leadership culture and future service transformation.

Performance and Improvement

Short-term Outcomes expected at 12 months

Improvement programmes are designed around key priorities found in the GIRFEC support evaluation.

Partners work collectively to review current systems and processes and reduce bureaucracy.

The voices of children and young people are clear in all aspects of children's service delivery.

Mid-term Outcomes expected at 24 months

Evidence of improvements in GIRFEC practice and delivery of services are embedded in children's services.

Streamlined systems and process result in partners having the '*One Child, One Assessment and One Plan*' approach to service delivery.

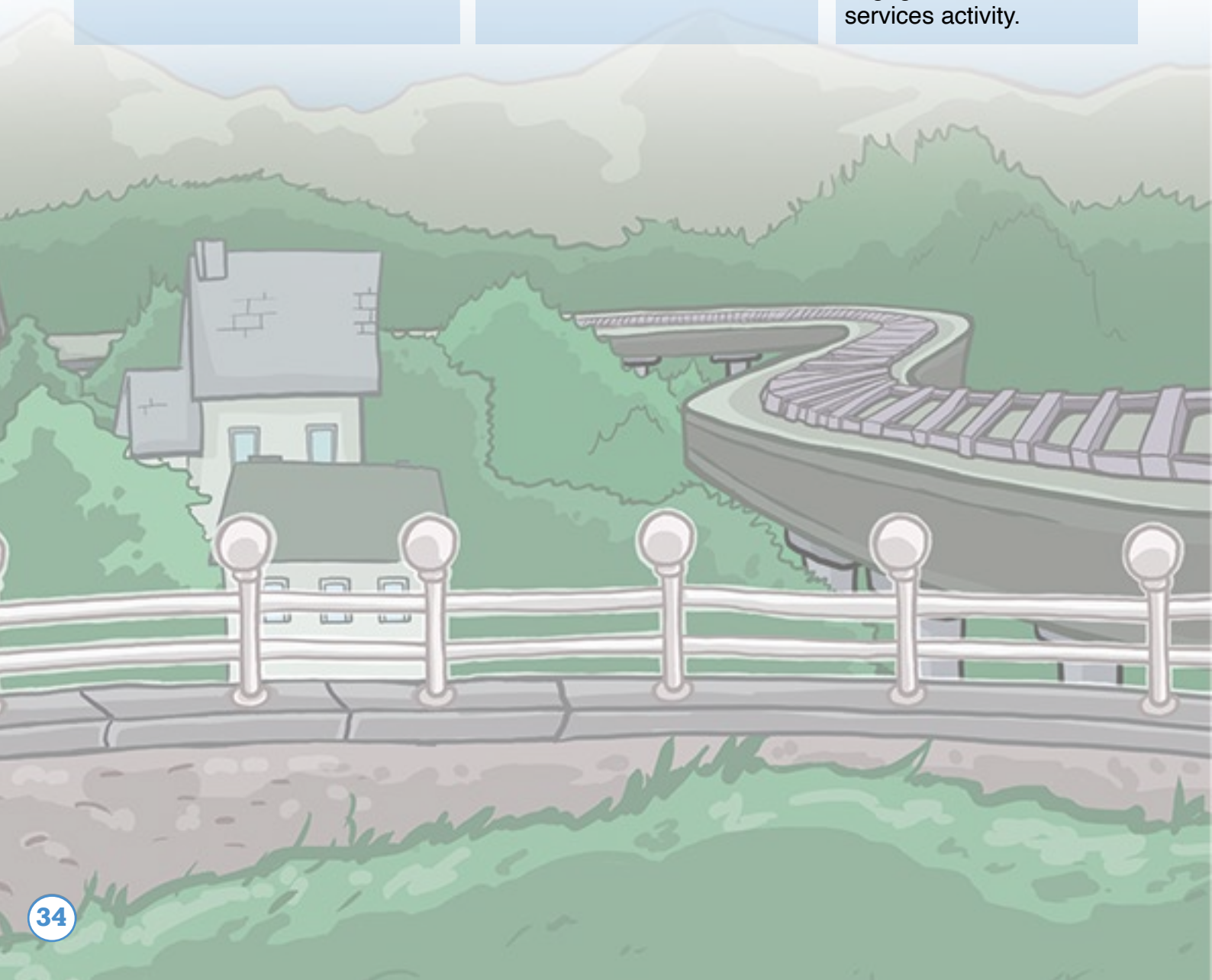
Feedback on successes and what is not working.

Long-term Outcomes expected at 36 months

Transformational change is embedded across children's services.

Improved service delivery and better outcomes for children, young people, and families.

Children and young people report they contribute, take part, and engaged in children's services activity.



Early Help and Support

Children and young people's views and opinions inform future development and improvements

Objectives

(High Level/ Multi-agency)

- Families are supported and signposted to ensure uptake of welfare benefits and health start vitamins and vouchers.
- Ensure pre-school children's assessments at key ages and stages are carried out.
- Children and families are provided with effective support to maximise income and help reduce the adverse impacts of growing up in poverty.
- Families are supported to optimise Infant mental health and wellbeing.
- Partners work together and actively seek out and listen to the views and experiences of children, young people, and their families. The feedback shows key areas for improvement to ensure their health and wellbeing needs are focused on.
- Partners work together to ensure breast feeding communities are developed and sustained in the community.
- Children and young people are supported with dietary choice to keep a healthy weight and increase physical activity.

Multi-Agency Requirements

(Expectation of key multi-agency partners)

- Partners need to ensure services for children and young people promote shared ownership.
- Partners shift from single agency working to working co-productively in the community.
- Partners work together to find pre-school children needing support early.
- Partners embrace the role of the Named Person and Lead Professional in the Child's Planning process to ensure SMART outcomes are achieved.

Outputs

(What are we going to deliver as multi-agency partners)

- We aim to develop an 80/20 focus across services to ensure that there are 80% universal general services and 20% for specialist services.
- Partners will work together to increase the number of mothers supported to breast feed in their communities.
- Increase the number of children 2 years or younger accessing services to support them to reach their developmental milestones.
- Partners provide early support with regards to alcohol and drug education and support in primary and secondary schools.
- Partners will work together to support children and young people to adopt healthy lifestyles.

Performance and Improvement

Short-term Outcomes expected at 12 months	Mid-term Outcomes expected at 24 months	Long-term Outcomes expected at 36 months
Ensuring relevant assessments at key ages and stages are carried out.	Ensure early help and support is put in place. Use the Model for Improvement to develop tests of change and ideas to promote and improve child development.	85% of pre-school children meet their developmental milestones resulting in better outcomes for children.
Ensure there is an effective Child Poverty Action Plan in place that finds and looks to meet local need.	Review the plan and ensure that partners are delivering on their key priorities.	Reduction in the number of children in poverty or establish a clear understanding of barriers preventing this.
Children and young people have a better understanding of what safe and healthy relationships look like.	Children and young people feel more positive about their health, wellbeing and developing relationships.	Children and young people feel supported to adopt healthy lifestyle choices.
Raise the profile of breast feeding across communities.	Ensure that breast feeding rates are improved and sustained.	Argyll and Bute communities are breast feeding friendly.
Children and young people are able equipped to make informed choices about their nutritional intake and activity levels which optimise physical health.	Children and young people are supported enabled to make good lifestyle choices with respect to maintaining a healthy weight and can access right services to aid them to do so when needed.	<p>A reduction in childhood obesity levels following the national ambition to halve child obesity in Scotland by 2030 and to significantly reduce diet-related health inequalities, set out in Scottish Governments Healthy Weight Delivery plan.</p> <p>A healthier future: Scotland's diet and healthy weight delivery plan - gov.scot (www.gov.scot)</p>

Mental Health & Wellbeing

Children and young people will enjoy good mental health and wellbeing in their schools and community

Objectives

(High Level/ Multi-agency)

- Ensure that children and young people can access early mental health, wellbeing and counselling support at school and communities.
- Argyll and Bute have a trauma informed children and young people's workforce with consideration of needs at key points of transition into adult services.
- The partnership will improve assessment pathways for children, young people, and their families with neuro-developmental conditions.
- Children and young people will have access to mental health and wellbeing programmes and supports to enhance prevention and early intervention while providing more specialist support where needed.
- Through access to advocacy services, care experienced children and young people will be supported to build healthy relationships.

Multi-Agency Requirements

(Expectation of key multi-agency partners)

- Partners will work collaboratively to ensure collective outcomes and ownership.
- Services for children and young people will be supported by the partnership and provide evidence of this happening.
- Partners will work collaboratively to review assessment pathways for neuro-developmental conditions in line with national guidance.
- Services and support will focus on upstream preventative activities for children and young people's mental health and wellbeing including the provision of counselling through schools for children and young people from 10 years of age.
- Children and young people experience better and more robust transitions across services and agencies.

Outputs

(What are we going to deliver as multi-agency partners)

- Children and young people experience supportive relationships at school and in the community.
- Children and young people will feel supported through safe, nurturing relationships provided by a trauma responsive workforce.
- Children, young people with neuro-developmental conditions, and their families, will receive the support they need in schools and communities, based on a robust assessment of need, risk and vulnerability.
- All children, young people and their families will have equal access to emotional wellbeing support in their communities, through well understood pathways including more targeted support for parents and access to parenting programmes.
- Partners will work together to ensure a universal system approach to community wellbeing is embedded in our culture.

Performance and Improvement

Short-term Outcomes expected at 12 months

Early help and support are available and easily accessible through clear pathways to access nurture support, school nursing, educational psychology, school counselling and primary mental health workers.

There is a shared understanding, knowledge and confidence of trauma across all partners including how it affects children and young people's lives. Partners can begin to demonstrate the resulting changes to service delivery.

Partners work together to review and standardise pathways of care for children and young people with neurodiversity.

Advocacy services are easily accessible for care experienced children and young people.

Mid-term Outcomes expected at 24 months

Children and young people report they understand the mental health and wellbeing support that is available, and can access this when they need it.

Through a sustained programme of training, partners are trauma responsive and can show this in the actions taken to support children and young people.

The revised standards and pathways of care around neurodiversity are in place and implemented across agencies.

Children and young people are routinely using and reporting a benefit from advocacy services.

Long-term Outcomes expected at 36 months

Children and young people, families and partners, report that early help and support for mental health and wellbeing is affecting positively on outcomes.

The impact of trauma is well-understood, and this is clear through training, policy, and practice across partners leading to improved outcomes for children, young people, families, and staff.

Young people and families report that standards are improved, due to robust pathways being in place for children and young people with neuro- developmental conditions.

Children and young people report that accessing advocacy services influences planning to meet their needs.

Children and Young People's Voices

Children and young people's views and opinions inform future development and improvements

Objectives

(High Level/ Multi-agency)

- The Young Peoples Advisory Panel work to ensure that children and young people are actively engaged and involved in the development of future services.
- The multi-agency focus across schools and communities for children and young people will ensure maximum impact in key areas such as; good mental health and wellbeing, personal skills, leadership, team building and communication.
- Partners will ensure that children and young people have equal and equitable access to real and meaningful outcomes.
- Feedback from children and young people will ensure multiagency service delivery and support is focussed on what really matters to them.

Multi-Agency Requirements

(Expectation of key multi-agency partners)

- Multi-agency awareness training with regards to understanding and applying the UNCRC (United Nations Convention on the Rights of the Child) Children's Rights Plan (Appendix 2).
- There is a partnership approach to building capacity with regards to recruitment, training, and commissioning of services.
- Individual service planning reflects actions arising from feedback from children and young people.

Outputs

(What are we going to deliver as multi-agency partners)

- Feedback and engagement for the life of the plan from the Young Peoples Advisory Panel will build trusting relationships.
- Ensure that young people can have their voices heard at the Integrated Joint Board (IJB) and CPP through the involvement of representatives such as School Pupil Councils, MSYPs and Youth Forums.
- Findings from the SALSUS and Well-being Survey will ensure partners respond to the voices of children and young people.

Performance and Improvement

Short-term Outcomes
expected at 12 months

Young Peoples Advisory Panel is created.

The Young Peoples Advisory Panel will be invited to attend a Argyll & Bute's Children Strategic Group development session to update them on the work of the Young Peoples Advisory Panel.

The findings of the Independent Care Review are taken forward within a multiagency approach.

Mid-term Outcomes
expected at 24 months

Methods to engage children and young people are designed and tested by the Away Team and the Young People's Advisory Panel.

Invite the Young Peoples Advisory Panel to present progress at the Community Planning Partnership.

The findings of the Independent Care Review are embedded in practice across the partnership.

Long-term Outcomes
expected at 36 months

Children and young people are engaged and co-designing the next CYPS Plan (2023/27).

Children and young people are involved in creating the new 2023 – 26 CYPSP Plan including animated version and one page document.

The lives of care experienced children are improved.



Getting it Right for Every Child in Argyll and Bute

Argyll and Bute are fully committed to Getting it Right for Every Child and ensuring the well-being needs of our children, young people and their families are met.

Some of the services and actions to deliver services from across the partnership are set out below:

Safe

Safe: Protected from abuse, neglect, or harm at home, at school and in the community.

- Deliver positive community safety initiatives for young people and their parent/carers.
- Develop supports for young people eligible for Through care and Continuing Care so that young people can access nurture and care when needed to ensure they feel nurtured and cared for when they most need it.
- Implement the recommendations from the Independent Care Review (Scotland).
- Support young people in children's houses in their development, well-being and to achieve positive outcomes.
- Develop early intervention supports and clear pathways for vulnerable young people experiencing poor mental health.
- Roll out of the Safe and Together model to promote safety in child protection where domestic violence is a factor and ensure that more children still are safe and together with the non-offending partner.
- Through commitment to prevention, early intervention, and effective use of multi-agency Child's Plan meetings, support for individual children can often be put in place on a voluntary basis where families engage positively with services. By implementing this structure, we have strengthened our processes and systems for safeguarding and protecting children.
- Getting it Right Antenatally: Early intervention and targeted support for parents is provided through the pre-birth pathway and GIRFEC principles. The named midwife co-ordinates a care plan throughout pregnancy with families and involvement of wider team if necessary. The pathway supports the prompt completion of assessments and early convening of Antenatal Planning meetings or Child Protection Case Conferences.
- Adverse Childhood Experiences (ACEs) and Trauma: A significant amount of work has already been undertaken in relation to ACEs. To support the ACEs agenda and address the barriers that those affected by trauma can experience we are building a trauma informed workforce to enhance understanding and awareness of trauma practice across our children's services workforce.

Healthy

Healthy: Having the highest attainable standards of physical and mental health, access to suitable healthcare, and support in learning to make healthy, safe choices.

- Increase confidence and capacity in the workforce by providing staff development opportunities in nurture, relationship-based approaches, and low-level anxiety management approaches.
- Ensure priorities for children's mental health and wellbeing are actioned.
- Ensure proper access to health visitors and school nurses and that relevant priorities are implemented.
- The Best Start Programme recognises that maternity and neonatal care services are the foundations of health and wellbeing. In line with the principles of GIRFEC, antenatal mothers in Argyll and Bute have a named midwife and friend midwife which provides them with a continuity of planned antenatal care package.
- The blending together of two programmes has resulted in a high number of families attending Incredible Years (IY) Parenting Programmes. The Changing Lives Initiative (CLI) a community-based research project creates a better understanding about ADHD (attention deficit hyperactivity disorder) and provides an IY intervention programme for families with children (age 3-7) experiencing behaviours consistent with ADHD. CLI and the Psychology of Parenting Programme (POPP) provide opportunities for staff across the partnership to deliver either the IY or Triple P parenting programme.

Achieving

Achieving: Being supported and guided in learning and in the development of skills, confidence, and self-esteem, at home, in school and in the community.

- Improve early education intervention approaches to support the development of children under 5 years old.
- Improve educational attainment for all children and young people.
- Work in partnership to improve positive destinations for young people in our most deprived schools and communities.
- Work with partners to improve positive destinations for your people who have care experience.
- Support all young people to achieve and sustain positive destinations.
- Improve outcomes for children and young people with additional support needs.
- Addressing Non-Attendance (ANA).

Nurtured

Nurtured: Having a nurturing place to live in a family setting, with additional help if needed, or where not possible, in a suitable care setting.

- Early identification of vulnerable pregnant women with access to and support through community/hub/team around the family model.
- Provide intensive family focussed support to families who are experiencing crisis and where possible prevent family breakdown.
- Continue the work of the Permanence and Care Excellence (PACE) programme to avoid drift and delay in permanency planning.
- Take opportunities to engage with The Promise initiative to improve the care system.
- OCTNE.

Active

Active: Having opportunities to take part in activities such as play, recreation and sport which contribute to healthy growth and development at home, including school and in the community.

- Through Active Schools, leisure programmes and local sports clubs' children of all ages and abilities can be active by taking part in a range of sports and physical activity both indoors and outdoors.
- Provide opportunities for participation in the Duke of Edinburgh Award scheme.
- Free discounted access to leisure facilities for care experienced children and young people.

Respected and Responsible

Respected and Responsible: Having the opportunity to be heard and being involved in decisions.

- Implement the UNCRC (United Nations Convention on the Rights of the Child) at a local level and ensure that children's rights are at the heart of everything we do.
- Our Child Poverty Action Plan sets out how we will work together to reduce child poverty.
- Reduce the poverty related attainment gap through use of targeted interventions and supports – including the use of Pupil Equity Fund.
- Implement the recommendations from the Independent Care Review (Scotland).
- Implement secure care standards.
- Provide advocacy for care experienced children and young people.
- Continue to increase the number of schools with Rights Respecting School status.
- Listen to children and young people's views and the issue that affect them.
- Implement the Champions Board Steering Group.
- Develop enhanced support for care experienced children and young people at the point of transition.

Included

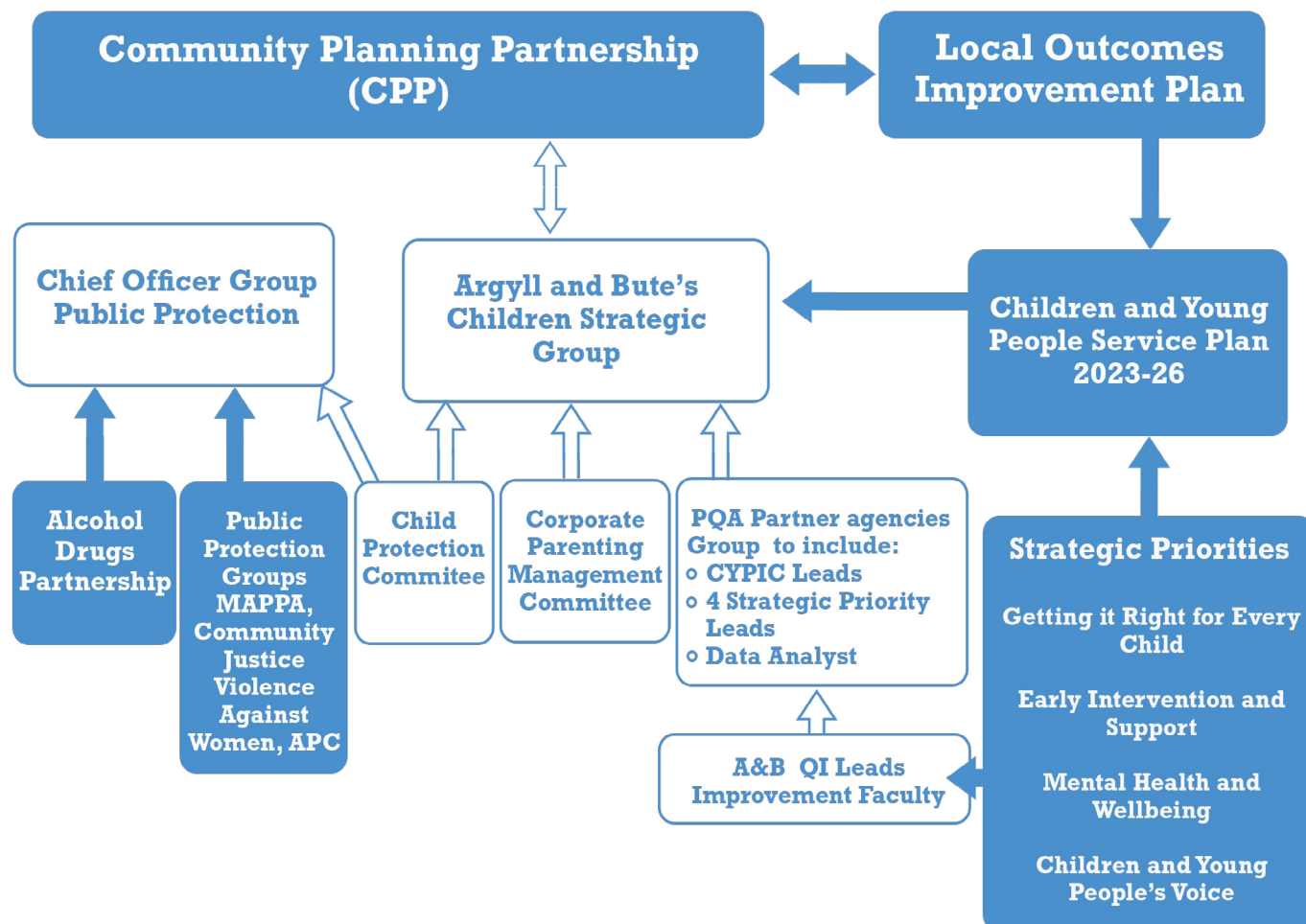
Included: Having help to overcome social, educational, physical, and economic inequalities and being accepted as part of the community in which they live.

- Ensure that Equality and Socio-Economic Impact Assessments are carried out and children's needs and rights are fully considered.
- Deliver key actions found in the Child Poverty Action Plan.
- Ensure families can access benefits maximisation advice and support.
- Implement the Young Carers statement.
- Ensure the Named Person will work closely with Gypsy travelling families to support them to access services.

Governance, Monitoring, and Evaluation

Children Services Governance Structure

Proposed Children Services Governance Structure



Argyll and Bute's Children Strategic group incorporates senior officers from across the CPP (Community Planning Partnership) with the commitment of working together to deliver the priorities and outcomes identified in the plan.

The planning, quality, and performance (PQ&A) subgroup will handle monitoring and reviewing the plan and reporting on its progress delivering to targets using Quality Improvement and the PDSA (Plan Do Study Act) strategic planning cycle.

Argyll and Bute's Children Strategic group meets every 8 weeks and reports progress to the CPP, Community Services Group and Integrated Joint Board (IJB). Monitoring progress against the Children and Young People's Service Plan is a key function of the group and is set out below.

We will review evidence and learning about children and young people's experiences of services from:

- Output reports and improvement actions from regulated and partnership inspections of services for children and young people.
- Feedback from the Young People's Advisory Group.
- Performance data and trends relating to children and young people's outcomes in respect of education, health, social care, and justice.
- Talking directly to children, young people, parents, and carers, listening to what they say and acting on it.

Developing services together to better achieve outcomes by:

- Reviewing the Children and Young People's Services Plan annually, asking 'How good are we now?' 'How do we know?' 'How good can we be?'
- Reporting performance progress against agreed indicators annually.
- Conducting planned shared self-evaluation of partnership service delivery using the Care Inspectorate Performance Framework for Children and Young People's Services: "Care Inspectorate Guide to Evaluating Services Using Quality Indicators".
- Developing refreshed priorities and implementation plans on an annual basis.

Monitoring achievement of the plan:

By adopting logic modelling and setting clear targets for improvement we will measure progress over the 3-year period of the plan.

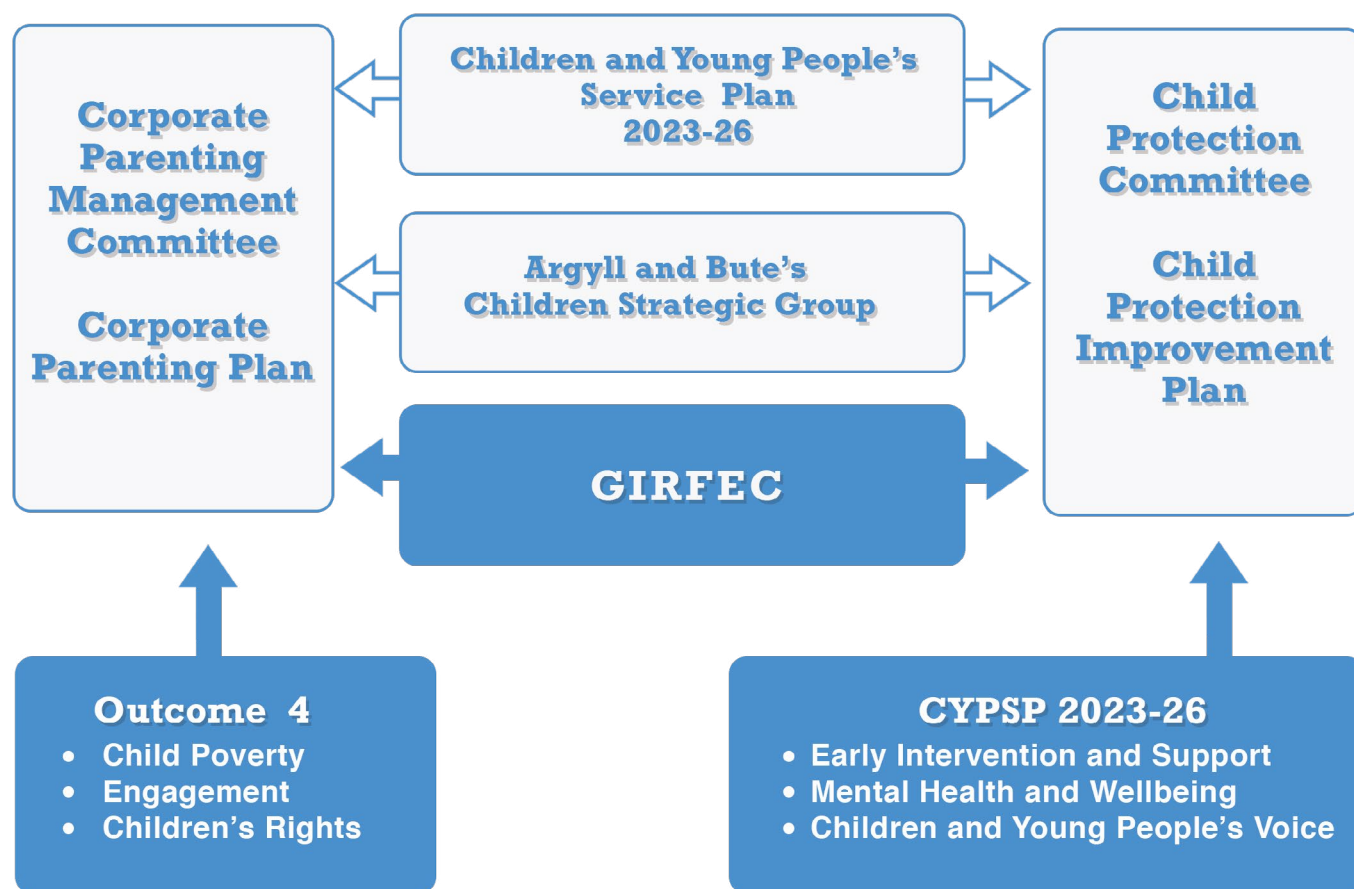
Each of the outcomes will be monitored and reviewed using a range of data sources such as health, education, waiting-list times, qualitative feedback, child protection minimum data set, corporate parenting intelligence, self-evaluation, and other departmental data sources.

This will be achieved by:

- Appointing priority leads.
- Assessing progress of plans through quarterly action reporting.
- Challenging progress, especially where it is not on track.
- Self-evaluation of the services for and **with** children and young people.
- Annually reporting on the progress of plans and achievements of outcomes.



Performance Reporting Framework and Governance Arrangements



Children and Young People Improvement Collaborative (CYPIC)

The Children and Young People Improvement Collaborative (CYPIC) is supporting the Government's drive to make Scotland the best place to grow up by putting the needs of children and families at the centre in line with GIRFEC and the Early Years Framework. The approach uses the improvement methodology that enables organisations to deliver stronger, more effective services that are built on robust evidence of what works in improving outcomes and life chances and to learn from each other about the approaches that are most effective. This approach supports practitioners to test, measure, implement, and spread new and better ways of working to make services more effective and responsive to the needs of children and families.

Quality Improvement (QI)

Quality Improvement (QI) provides a proven methodology for making improvements to practice and ways of working to improve outcomes for children and young people. QI involves working towards a defined aim, gathering, and reviewing measures, and implementing change strategies using rapid cycle improvements. Specific QI tools and processes are used to support testing, implementation, and spread to other localities using the improvement methods and models. These include the Model for Improvement (MfI), which makes use of incremental change, and a testing model called Plan-Do-Study-Act (PDSA).

Driver Diagram

A driver diagram is a tool that helps translate a high-level improvement goal into a logical set of underpinning goals and projects. It captures an entire change programme in a single diagram and provides a measurement framework for monitoring progress. It is your “theory” about how the system you are working in and wanting to improve works. The driver diagrams provide a visual display and theory to support Argyll and Bute in delivering the priorities identified in the plan.

Driver Diagram

Argyll and Bute’s Children strategic group will support Children and Young People’s Services to accelerate better outcomes for children and young people in Argyll and Bute by working in collaboration and using a systematic, integrated and sustained improvement approach on 4 priorities;

1. GIRFEC
2. Early Help and Support
3. Mental Health and Wellbeing
4. Children and Young people’s voice.

Strategic Focus

Promote data/literacy knowledge of the system.

Target integrated children’s services plan.

Promote shared understanding of priorities.

Optimise partnership working.

Capacity and Capability

Local and National lead level (SCIL/SCLIP) expertise.

Multi agency teamwork based improvement programmes with high impact focus.

Continuous training and support.

Integrated Working

Sense of collaboration and trust.

Shared ownership of the Children and Young People Service Plan.

Shared training and learning.

Skills and confidence.

Spread and Scale

Identify and promote evidence based intervention support packages.

Commit to creating conditions for spread and share planning.

Evidence impact of quality improvement.

GIRFEC

Local leadership commitment.

Positive, credible multi-agency relationships.

Evidence impact of quality improvement.

Partners to our Children and Young People's Service Plan

There are a range of groups and plans supporting the Children's Services Strategic Planning Partnership including:

- Children, young people, and their families.
- Education services.
- Community learning and development.
- Children, families, and justice.
- Third sector representative.
- NHS Highland.
- Live Argyll.

Children's Hearings

In addition to the resources outlined above, the Children's Hearing System plays a key role in child protection, child welfare, and justice. Partners work closely with the Scottish Children's Reporter Administration (SCRA) to ensure that those children and young people who need compulsory measures of supervision are referred to the Reporter at the right time with the right supporting information.

- Education Annual Plan.
- Children and Young People's Services Plan 2017 – 20.
- Children and Young People's Services Plan 2020 – 23.
- Child Poverty Action Plan.
- Children's Rights Plan.
- Corporate Parenting Plan.
- Child Protection Action Plan.
- Integrated Joint Board Strategic Plan.
- Local Outcome Improvement Plan.
- Independent Care Review.
- Community Learning and Development Plan.
- Active Schools Plan.
- Joint Strategic Needs Assessment 2020 - 23.
- Children's Services Commissioning Plan.

Appendix 1 – What our vision means

We work together with our children and young people

For children and young people:

At some point, you may need different people to work together so that you get the help you need. These people might be nurses, teachers, doctors, social workers, police officers, or others. When different people are helping you, you should know who they all are. As well as knowing who is helping, you must also know why they are helping and what they are doing to help you. There will be someone, usually your Named Person, who makes sure you understand what is going on. All these people will work together so that you and your family do not have to keep telling your story repeatedly, fill in lots of different forms, or attend lots of different meetings.

When people like nurses, teachers, and social workers are working together to help you, they will have to tell each other things about you and what is going on in your life. They will usually ask you first if it is all right to do this. Sometimes, though, if they are worried about your safety, they might not ask you. If this happens, they will always tell you that they must share something about you or that they have already done this. Whatever happens, they will only ever tell someone what they need to know to help you.

For parents and carers:

When your child needs support from several different agencies, they will work together in a coordinated way to provide it. You will not have to go around different agencies asking for help and explaining your situation repeatedly. We will work together so that even if services from several agencies are involved, there will still be only one plan for your child. This plan will set out everything that each of the services will do to help. The plan will also set out the things that you will do too. When more than one service is helping you, one of the professionals involved will take on the role of lead professional. They will work closely with the named person to keep you informed about how things are going.

When two or more services are helping your child, a lead professional will coordinate everything. They have oversight of your child's plan and ensure that all the professionals are doing the things they said they would do. When we work together like this, different professionals will need to share information. We will usually ask for your consent and/or your child's consent. However, if there are concerns about your child's safety, we might share information without asking for your consent. We will consider information very carefully before we share it, and we will only share what other professionals need to know.

For those working in children's services:

We need to ensure that our GIRFEC procedures and the roles of the named person and lead professional are carried out effectively. We need to support our culture of effective professional challenge at all levels to continue to improve outcomes for children, young people, and families. We have good multi-agency information sharing guidance for practitioners, and those who work with children, young people, and families should be aware of this guidance and follow it when sharing information.

Appendix 1 – What our vision means

Our children and young people achieve their potential

For children and young people:

There may be things happening in your life that make it more difficult for you to have the kind of life you want. We understand this. We will not always be able to make the challenges you face go away, but we will do everything we can to help and support you to overcome them.

We know that some children and young people face more challenges than others;

- Have problems at home.
- Be helping to care for a family member.
- Be looked after by the local authority.
- Be in distress.
- Require additional assistance.
- Have a disability.

For parents and carers:

Families can face all kinds of challenges that make it difficult for their children to achieve their potential. As children and young people grow, they can be affected by poverty, low income, poor housing, domestic abuse, substance misuse, parental ill-health, or their own ill-health or disability. These things make them more vulnerable and can affect their ability to achieve their potential.

Many young people will achieve their full potential without any extra help or support. However, the most vulnerable families need additional assistance, so we will direct resources toward them. We know that the most crucial time for child development is during pregnancy and in a child's early years. We will support pregnant women, babies, young children, and their parents. We will provide help as soon as possible for children who might need it to meet their potential.

Your child's "named person" is their health visitor up until they start primary school, when their "named person" is the head teacher. The named person is responsible for supporting you with your child's wellbeing. When your child needs more assistance, their designated person will make the necessary arrangements. If you have any worries or concerns about your child, you can speak with their designated person. They will give you advice and, if necessary, arrange for additional support for your child.

For those working in children's services:

We need to fully understand the impact of and address the issues arising from vulnerability and inequality. We must provide resources and support for those who are at risk of not meeting their potential. We will use the GIRFEC Practice Model to respond to needs and plan support and intervention appropriately and proportionately. Our support planning with children, young people, and their families will be robust and of the highest value in helping them to overcome any barriers they may face.

Appendix 1 – What our vision means

Our children and young people are safe

For children and young people:

When you are a child, being safe means that you are protected and cared for. When you are a young person, it also means that you know how to keep yourself safe. You do not feel under pressure from others to do things that are harmful or could put you at risk. Everyone who works with children, young people, and families will help you when you may not be safe.

For parents and carers:

Every child and young person should be protected from physical, sexual, or emotional harm, abuse, neglect, or exploitation. They should have a positive state of mind. As children grow into young adults, they should develop confidence and self-esteem. They should feel secure, protected, and enjoy relationships where adults listen to them and act in their best interests.

They should learn how to keep themselves safe and never feel pressure from others to do things that are harmful or could put them at risk. Anyone who works with children, young people, or families will take immediate action if they think a child or young person might not be safe. Our aim is to always work together with parents and carers to help them keep their children safe.

For those working in children's services:

Everyone has responsibility for ensuring the safety of children and adopting a child-centred and outcome-focused approach. When working with adults, you need to be aware of any children they may have and consider the impact of their actions on them.

The needs of the child must always take precedence over those of the adult. The safety of a child must always be your priority, and you must act at once if you have any concerns. You should be aware of and follow your own service's child protection procedures and inter-agency procedures.

Appendix 1 – What our vision means

We listen to our children, young people, and their families

For children and young people:

We will ask you what you think of the services you use and what we need to do to make them better. We will ask you whether the help you get is making things better for you. We will pay attention to what you say, take your views seriously, and act on them.

When you need extra help and support, you could have a child's plan. Your child's plan sets out what outcomes you need to achieve, what must be done, and who will do it. If you have a child's plan, the people working with you will involve you in talking about what goes in it. You will get to say what you think, and the people working with you will listen and include your views in your plan. When there is a meeting to discuss your plan, you will be asked whether you want to go to it. You can have someone with you to support you and help you make your wishes understood.

For parents and carers:

We will listen to what you tell us about your child, take your views seriously, and act on them where appropriate. When your child needs extra help and support, they could have a child's plan. You will be involved in helping to draw up the plan, and the professionals involved will seek your input.

We want to know what families think about the services that they use and how these could be improved. We will work together with parents, children, and young people to develop and improve our services to ensure that they work for those who use them.

For those working in children's services:

We need to actively engage children, young people, and families and genuinely listen to them to ensure that their views are reflected in children's plans. We need to offer help so that this can happen, such as advocacy services or providing additional support to those with communication difficulties.

We need to know whether children's and young people's wellbeing is improving because of our actions. We need to continue to develop ways of effectively engaging with children, young people, and families about their experiences and using that feedback to inform what we do to improve our procedures, practises, and culture. We need to continue to develop ways to actively promote the involvement of children, young people, families, and communities in the development of the services that they use.

Appendix 1 – What our vision means

Children, young people, and their families get the right help, from the right people at the right time

For children and young people:

This means that we will look out for children, young people, and families who need help and do something to help them as soon as we can. We will not wait until someone has major problems before we try to help them. We will help them as soon as we can, so they avoid having major problems or before problems get so big that it is hard to fix them easily.

To make sure that children and young people in Argyll and Bute get the right help from the right people at the right time, all children and young people who live here have a “named person” from before they are born up to the age of 18. Your named person is a health visitor. The head teacher will be your named person in primary school. When you are in secondary school, your guidance teacher will be your “named person.”

You can go to your named person for advice when you are worried or when there are things that could cause problems for you. Your named person will do all they can to help you. They may need to arrange for other professionals to support you as well. When you do need extra help, the named person will sort this out for you as soon as possible. This means that you will not have to go round and round with lots of different services trying to get help while things get worse for you.

For parents and carers:

When your child needs help, they should get it as soon as possible. We will not wait until families are struggling before doing something to support them. The right help from the right people at the right time is help that prevents problems from developing or stops them from getting worse. Sometimes all that is needed is advice, someone to talk to about your problems, someone who can offer suggestions on how to manage things like bedtimes, routines, or behaviour. This kind of support at an early stage can help prevent all kinds of difficulties later.

The named person for your child is the key professional in ensuring that your child receives the right help from the right people at the right time. Having a named person means that every parent or carer has someone they know they can go to for support or advice when they are concerned about their child.

For those working in children’s services:

Early identification of adverse childhood events and prompt interventions are features of our most powerful methodologies for supporting children, young people, and their families. This might be an intervention in the early years of life or at any stage when problems begin to appear for a child or young person.

The GIRFEC Practice Model is critical to early intervention and is a driver of positive cultural change. Practitioners need to be confident in their understanding of GIRFEC processes and how they relate to their own roles. When named persons are acting to secure help for a child or a young person, they need to be child-centred, outcome- focused, and confident of multiagency support in their effort.

Appendix 2

Our Children and Young People's Rights

The United Nations Convention on the Rights of the Child (UNCRC) and Scottish Children and Young People (Scotland) Act 2014 articulate how agencies need to prioritise prevention and early intervention, particularly focusing on early childhood experiences. It is predicted that this will be developed and embedded through the actions named in this plan, the Argyll and Bute Children's Improvement Collaborative, and the Young People's Improvement Collaborative.

Partners in Argyll and Bute are committed to embedding the Articles of the UN Convention on the Rights of the Child at every level of service. Each of the 54 articles outlines in detail the basic rights of every child. These are summarised in four core principles;

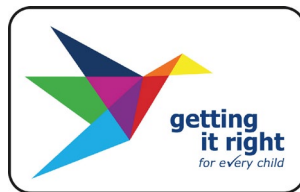
- **Non-discrimination.**
- **Devotion to the best interests of the child.**
- **The right to life, survival, and development.**
- **Respect for the views of the child.**

The Christie Commission on the Future Delivery of Public Services emphasises the importance of moving away from high-end services and reinvesting funds. The next three years present unique challenges and opportunities to look at how we can work differently, reducing duplication and encouraging innovation.

The Children and Young People (Scotland) Act 2014 places significant requirements on partners to deliver services differently: an example of this is the "1140 hours" of early learning and childcare commitment for every child. Alongside this is the development of the new Kinship Order, Children's Hearing System, and Health and Social Care Integration, which brings health and social work services closer together to deliver on outcomes for children, young people, and their families.



Argyll & Bute
**CHILDREN &
YOUNG PEOPLE'S
SERVICE PLAN
2023 - 2026**



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Argyll & Islands Strategic Tourism Partnership

Argyll & Bute Council Community Planning Partnership

VisitScotland: National Strategic Context

David Adams McGilp, Regional Director

Argyll & Isles Tourism Co-operative: Regional Priorities

Cathy Craig, Chief Executive Officer



OUTCOMES AND MEASUREMENT

Outcome	Spread		Spend		Sustainability		Satisfaction								
Measured by...	Destinations	Destination / place focus on locations with growth potential. Discoverable support to increase profile of quieter locations.	Year round spend Shop Local Community income opportunities	Destination Net Zero Action Plan Stakeholder tech projects (Civtech , data, sensors)	Positive local sentiment to tourism Community engagement Visitor management /RTIF	Industry	Products and experience development to support geographical and seasonal spread Broader seasonal openings	Digital skills increases efficiency of operations Drive up sectoral offering Increase quality of products & experiences	Relevant business support Low impact sectors - adventure, agritourism, local food & drink	High industry satisfaction (Fair Work; profile of sector)	Visitors	Year round visits Geographical distribution of visits	Availability of quality products & experiences Discoverable for higher value markets Year round spend	Availability of responsible, inclusive & regenerative experiences Availability of sustainable transport options	High visitor satisfaction

VALUE OF MARKET

- Jan-Jun '19 vs '22
 - -8.7% Visitor Days
 - -15.7% Visitor Numbers
 - 228.91M economic impact
 - 8,392 direct employment
- 2023 Visitor Survey currently underway
- Local supply chain

OPPORTUNITIES

- Marine & Coastal tourism
- Active and wellbeing outdoors
- Community-focused experiences and products
- Online discoverability & bookability
- Green business development



SUPPORT PROVIDED FOR TOURISM SECTOR



Support for businesses to improve their product



Spread Visitors across the destination / journey to net zero





**ARGYLL & THE ISLES STRATEGIC TOURISM PARTNERSHIP
VISITOR ECONOMY RECOVERY AND GROWTH STRATEGY
2022 – 2025**



**Argyll & Isles Strategic Tourism Partnership
Visitor Economy Recovery and Growth Strategy 2022-25**

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Argyll & Isles Strategic Tourism Partnership Visitor Economy Recovery and Growth Strategy 2022-25

Introduction

This document is intended as strategic guidance for the second of three annual Action Plans and has been devised to respond to changes in strategic or operational priorities. The Year 2 Action Plan (Appendix 1) outcomes have been agreed to complement projects supported by the Argyll & Bute Council Rural Growth Deal but are not dependent on significant infrastructure investment. Accordingly, emphasis on regional marketing and industry development activity will support the partnership's ambitions for a competitive and sustainable visitor economy.

The region and the industry have faced significant challenges in recent years, but national strategic objectives and changing global visitor trends have combined to present significant opportunities for Argyll & the Islands. Recovering international and domestic markets have increased pressure on travel, transport, and accommodation in some destinations; supply chain deficits and high energy costs are affecting the business community's ability to deliver quality experiences; and a rapidly changing and uncertain regulatory framework will inevitably lead to further reduced availability of service providers across the region.

However, Argyll & the Isles is enviably placed to take advantage of certain assets and systems in response to consumer habits and emerging holiday trends; and make important contributions to Scotland's ambitions for leading practice in key areas:

- Responsible Tourism.
- Sustainable Tourism.
- Fair Work.

New tourism product opportunities are developing through diversification as businesses look to improve and further monetise their visitor offering. Examples are businesses collaborating to produce new products, business owners offering new Aires spaces for motorcaravans and farms and crofts producing food & fibre creating working farm visits & experiences.

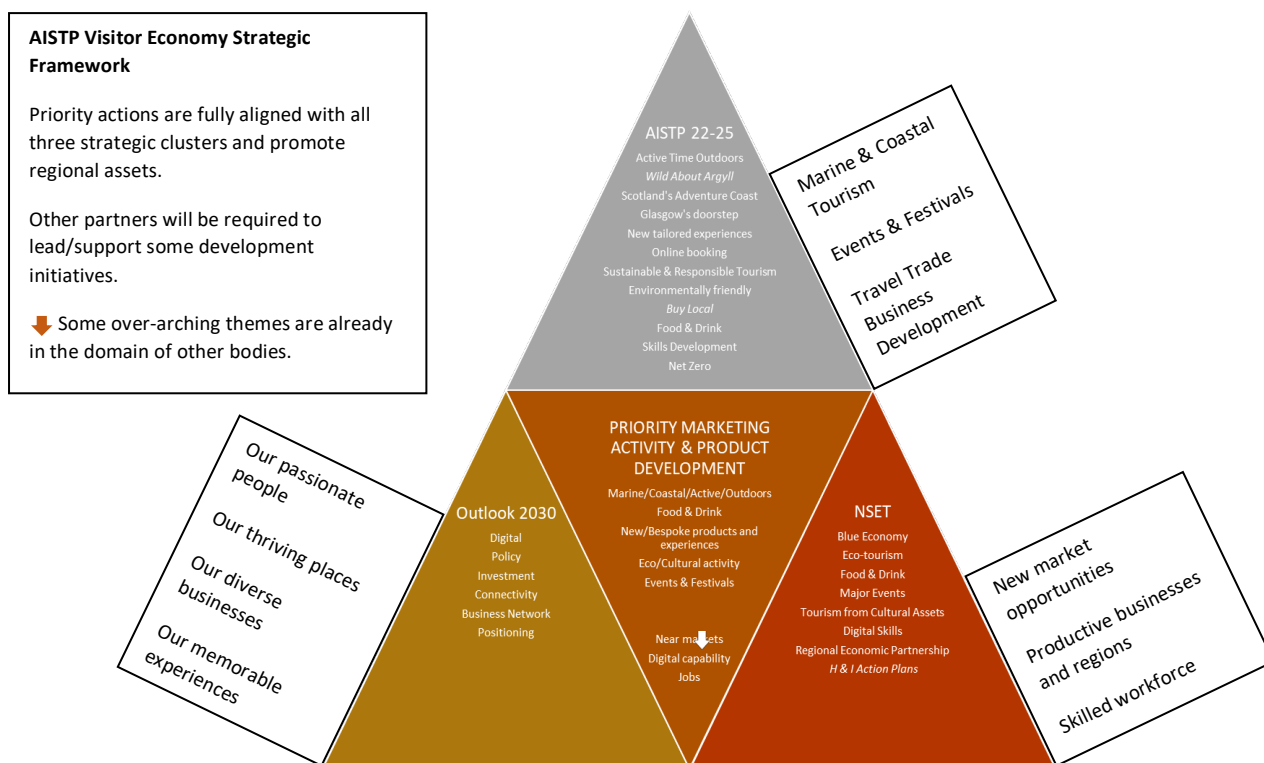
The Post-Pandemic Landscape: Global, National and Regional Influences

Recovery has faced obstacles and delays with changing restrictions and regulations since 2020 and there have been inevitable business adaptations and casualties, but the tourism industry is resilient and there is an appetite to re-establish and re-set destination appeal and sustainability. Adherence to the triple-bottom line (economic, social, and environmental) will redefine quality in pursuit of increasingly demanding and influential visitors, and encourage local collaborations in primary production, supply, energy, waste management and customer focus. Improved tourism products and experiences will be increasingly responsive to communities' aspirations and sensitive to an outstanding environment. Targeted and sustained marketing efforts will be necessary to raise and maintain the profile of the destination's offers effectively; and attract visitors to enjoy Argyll & the Isles while treating the area and communities with respect.

The Argyll & Isles Strategic Tourism Partnership (AISTP) continues to develop this strategy to align activities around recovery priorities and to ensure the most appropriate use of partner resources. The strategy is now aligned to national strategic imperatives: Scotland Outlook 2030 National Tourism Strategy (SO2030), and the National Strategy for Economic Transformation (NSET); and headline priority actions have been identified where all three overlap. Some of the areas for action are particularly appropriate for the region as a whole and can be expertly delivered by business communities across local destinations.

Argyll & Isles Strategic Tourism Partnership Visitor Economy Recovery and Growth Strategy 2022-25

The areas for action focus on creating and maintaining conditions for deliverable products, services and experiences that contribute to business and community sustainability and meet or exceed the expectations of our visitors.



Recovery planning will address existing and emerging pressures and the need to inform visitors on what to expect, encouraging socially and environmentally responsible behaviour. Recovery planning will also influence and be ready to respond to changes in market requirements, particularly at short notice. Each workstream will be influenced by, focus on and/or acknowledge the critical importance of near markets, digital capability and the recruitment and retention of high-quality jobs; and meet place-based commitment to Destination Net Zero.

Partnership Background and Record of Achievement 2021-2022

The AISTP was set up in 2009 to provide industry direction immediately after the dissolution of the Argyll, the Isles, Loch Lomond, Stirling & Trossachs Tourist Board. Following a summit event in Oban in 2011, AITC was established as the delivery vehicle for regional strategic marketing campaign activity, product development and industry communications. AITC was established as a cooperative with membership drawn from 12 local marketing groups operating across Argyll & Isles, plus sectoral associates Food from Argyll (FFA) Culture, Heritage & Arts Argyll (CHArts) and the Business Improvement Districts (BIDSS) from Oban, Dunoon and the Isle of Bute. The Destination Organisation is entirely industry based and represents approximately 1200 business interests at regional and national forums.

Argyll and Bute Council, working in partnership with local communities and funding bodies, has successfully completed several large place-based projects with the aim of enhancing the local built environment. These projects involve securing many millions of pounds worth of funding from a variety of sources and often delivering to very tight timelines. A few of these projects are listed below.

Argyll & Isles Strategic Tourism Partnership Visitor Economy Recovery and Growth Strategy 2022-25

- Kilmartin Museum upgrade – completed 2023 and funded by Regeneration Capital Grant Fund & ABC.
- Helensburgh Waterfront Development – Phases 1 and 2 completed 2023 and funded by ABC, SportScotland and Crown Estate Scotland.
- Campbeltown Conservation Area Regeneration Scheme (CARS) – completed 2021 and funded by Historic Environment Scotland and ABC.
- Rothesay TH/CARS - completed 2023 and funded by Historic Environment Scotland, HLF and ABC.
- Dunoon CARS – completed 2023 and funded by Historic Environment Scotland and ABC.
- Gigha Community Campsite – completed 2023 and funded by Rural Tourism Infrastructure Fund (RTIF), HIE and ABC.
- Glen Orchy Car parking upgrade design works – completed 2023 and funded by RTIF, Forestry and Land Scotland and ABC.
- Hermitage Park upgrade and new Pavilion building – completed 2020
- Oban Transient Visitor pontoons – completed 2018 and funded by ABC.
- Rothesay Pontoons – completed 2023 and funded by ABC and Crown Estate Scotland.
- Lochgilphead Front Green/ Ardrishaig Public Realm – completed 2023

Strategic programmes have delivered demonstrable growth and outcomes since 2012, and the successes of campaign activities, commercial partnerships and market positioning are a matter of public record. Each has helped create a strong foundation on which to build recovery of the visitor economy across Argyll & the Isles. Industry standard Scarborough Tourism Economic Activity Monitor (STEAM) data models from 2009 to 2019 show a clear pattern of growth, notably well above the Scottish average.

https://www.wildaboutargyll.co.uk/media/5177/waa_wildabouttourism_2020.pdf

Since then, industry-changing global and domestic events conspired to present dramatic challenges to sustainability and growth:

- Full implications of UK withdrawal from the EU.
- Covid-19 global pandemic.
- Russian invasion of Ukraine.
- Scarcity of raw materials.
- Energy price rises.
- Cost of Living crisis.
- Global environmental crisis.

The partnership will support businesses as they navigate routes to recovery and growth, including signposting them to partners who can assist with improvement of green credentials, understand new regulatory schemes affecting tourism and hospitality sectors, skills; and how to overcome critical staff shortages.

During the pandemic in 2020 the overall economic impact of tourism dropped by 79.9% to £41.95m. This was a devastating period for the industry but notably STEAM data for the first half of 2022 suggest continued significant recovery with economic impact more than doubling from £49.36m in 2020 to £130.77, Jan-Jun 2022 - a recovery rate of 164.9%. Visitor days have also increased by 162.7%; 2.291m visitors compared to 1.060m visitors in 2021.

Argyll & Isles Strategic Tourism Partnership Visitor Economy Recovery and Growth Strategy 2022-25

Sector & Market Focus

In 2021 and 2022 AITC also received Scottish Government business support grants administered by ABC and VS. AISTP believes the industry has utilised this support to good effect. Even in the face of significant losses there have been clear signs of innovation and entrepreneurialism by existing and new businesses, and investments in new infrastructure and improved products.

Major changes to the marketplace and consumer trends necessitate significant action at individual business and destination levels. Accordingly, there is an immediate and significant opportunity to invest in new and meaningful marketing activity to build on the success of time-limited partnership-funded campaigns delivered over the last two years:

- 2021-22 The Pantry and The Drinks Cabinet** – promoting product development collaborations uniting Argyll & Isles' food and drink providers and venue operators.
- 2021-22 Pedaddling** – Inspiration for people-powered adventures and active travel around Scotland's Adventure Coast.
- 2021-22 GCN Destination Partnership** – showcasing Argyll & Isles' outstanding gravel biking credentials.
- 2021-22 Above and Below** – showcasing the exceptional marine and celestial experiences focusing on sustainability.

Some of these campaigns has had associated product development funded by HIE, Argyll & Bute Council and NatureScot and delivered by AITC. ABC has secured a Rural Growth Deal which includes a portfolio of investment in marine and coastal tourism infrastructure and product development.

Argyll & the Isles' credentials as an outdoor adventure and food-lovers' destination have been substantially enhanced through this campaign activity. New assets have been created, including trails that appeal to consumers and encourage new business collaborations. Examples include the Kintyre 66 holiday route; and a collaboration across Cowal to launch a local produce hamper, bookable in advance by guests intent on authentic self-catering options.

AISTP will devote significant effort in 2023-24 to promote regional adventure and food and drink products and use trails and itinerary ideas as the principal methods of business engagement and consumer activity. Inter-connected active travel experiences should be integral and the partnership will aspire to have options available to book online via business operators' own digital channels and www.wildaboutargyll.co.uk, Visit Oban | Love Oban | Oban Tourism Group and www.visitscotland.com.

Strategic Priorities Delivery

Argyll & the Isles must compete as a destination to continue to recover its loyal customer base and attract new visitors. AISTP, through its delivery partners AITC and VS, has developed a tactical and agile marketing plan aimed at positioning Argyll & the Isles as Scotland's Adventure Coast and broadening that positioning to celebrate all the destination has to offer. Combined industry and consumer research suggests:

- the primary motivation for taking a trip was to go somewhere to get away from it all although connecting with friends/relatives, enjoying the outdoors, going back to a previous favourite place, and wanting to stay close to home were all important motivations for a Scottish break.

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- a home holiday will also deliver benefits – 75% of potential visitors felt it would aid mental health and wellbeing and two-thirds would visit places not visited for a long time.
- 2022 booking.com survey: 71% of those surveyed wanted to make more of an effort to travel sustainably, 78% want to stay in more sustainable accommodation.

The partnership anticipates continued emphasis on the destination's hero products:

- the natural environment and iconic wildlife.
- water and coast-based activities.
- unique cycling territory.
- dark skies & ancient forests.
- excellence in food and drink (especially seafood, local whisky and gin, craft beer).
- authentic cultural & heritage experiences.
- health and wellbeing opportunities.
- accommodation range.

The region's additional advantages of proximity to Scotland's central belt and improving, accessible inbound transport options render it ideally placed to appeal to domestic holidaymakers with reduced budgets and those travellers reluctant to holiday far from home.

To make practical contributions to the recovery and growth of the regional visitor economy, AISTP has established four immediate strategic priorities.

1. STRATEGIC PRIORITY: Extending the season and spreading visitors across the destination.

Argyll & Bute Council has invested over £800,000 in staycation activities since 2020 to encourage responsible tourism: examples include a new Staycation Project Officer to engage with communities, businesses and partners on a range of visitor management issues; information in all public toilets signposting to a waste water disposal facilities map, preventing irresponsible disposal and creating safe black water waste points; recruitment of four new wardens to help raise awareness of responsible camping and littering across 120 car parks and other key visitor sites in each of the administrative areas for 2021 and 2022. Eleven temporary toilets were established at five locations (Westport, Bridge of Orchy, Glen Orchy, Kilchurn Castle and Victoria Bridge) during the summer periods of 2021 and 2022. These will be recommissioned for 2023. Funding has been provided to Friends of Loch Lomond to provide temporary toilets at Arrochar and Luss to help ease visitor pressure while work continues on long-term solutions.

In 2023 additional interventions have been put in place to sustain responsible tourism including car park upgrades, new signage and business support for motorcaravan overnight parking. These measures will help protect Argyll and Bute's environment and scenery and promote responsible tourism.

Extending the season will only be possible for communities that can, or have the potential to, offer appropriate visitor facilities and experiences that are available from January-March and September-November (in addition to the traditional holiday periods in the Spring, Summer, Autumn, and Christmas/New Year). The partnership will focus on those destinations which present those opportunities and can demonstrate viable levels of commitment from local businesses. The Rural Tourism Infrastructure Fund has supported – and continues to support – projects across the region to address particular issues. The council is also exploring investment

Argyll & Isles Strategic Tourism Partnership Visitor Economy Recovery and Growth Strategy 2022-25

in marine gateways through the Rural Growth Deal. Public consultation on this is currently underway.

Improving visitor circulation around the region will also have a positive, long-term impact on pressure points; and introduce business opportunities for “alternative” destination choices. Moving off the beaten track has enormous consumer appeal and AITC will lead on creating and sustaining compelling local products for existing and emerging markets.

Over the last twelve months, AITC and VS have been working in partnership and independently to recover the Travel Trade market. AITC utilises HIE funding to secure a Travel Trade expert who is building and maintaining new travel trade product directory and relationships. This work has yielded strong early results with a number of Travel Trade operators now considering Argyll & the Isles as a new destination offering to their clients.

Areas for Action:

- Accommodate evident consumer desire for active and well-being time in the great outdoors, build on the success of Wild About Argyll campaign activity and product development: and position Argyll & Isles as Scotland’s Adventure Coast on Glasgow’s doorstep. This will maximise appeal to a younger, more adventurous, and experience-driven demographic.
- Encourage new tailored experiences for individuals and small groups that celebrate Argyll & the Isles’ key points of differentiation, and that can be booked online. Large group, coach and cruise audiences are not being ignored, but rather managed within appropriate destination and resource clusters.
- Respond to and accelerate the objectives of Scotland Outlook 2030, with a clear focus on sustainable and responsible tourism practices. Communities must be better integrated into local tourism decision-making and delivery of area-specific tourism offers.
- Demonstrate an environmentally friendly approach to tourism business development, including industry-wide carbon footprint reduction and the promotion of active travel and “buy local” consumer behaviour.

2. STRATEGIC PRIORITY: Reaching new audiences.

Marine & Coastal Tourism

The West of Scotland, with Argyll & Isles at its heart, has long been established as one of the world’s best sailing and boating locations. ABC and HIE have recognised maritime infrastructure and access improvements as investment priorities; including the UK and Scottish Government-backed Rural Growth Deal projects which are set to build and focus on the region’s enviable marine and coastal assets.

Scotland’s Adventure Coast perfectly encapsulates the wealth and diversity of the region’s marine and coastal tourism products and experiences; and opportunities exist to cement the region’s reputation as the most vibrant and customer-focused marine tourism destination in Europe.

Maintaining industry and public sector partner focus on immediate and future visitor requirements will deliver visitors to Argyll & Isles who are enthusiastic about being on or near the water, and responsible about how they interact with maritime, terrestrial and community environments.

The emphasis on maritime and coastal tourism development has been informed by years of research commissioned by Scottish Enterprise, HIE, British Marine Scotland and VS Insights.

<https://scottishtourismalliance.co.uk/wp-content/uploads/2019/03/Awakening-the-Giant-final.pdf>

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<https://scottishtourismalliance.co.uk/wp-content/uploads/2020/08/FINAL-Strategy-Documents-Giant-Strides-2020-2025.pdf>

<https://www.visitscotland.org/research-insights/about-our-visitors/interests-activities/coastal-tourism>

Positioning of Argyll & Isles Hero Products

Hero products and consumer-facing campaigns will entice and educate visitors to consume experiences without creating social or environmental problems by emphasising the links between travel, accommodation, activities, food and drink and the triple bottom-line sustainability of the communities that deliver them. The visitor-facing strategic marketing focus will be delivered around the following key propositions:

- **Argyll & Isles as Scotland's Adventure Coast;** people-powered adventures (cycling, walking, sailing and other water activities). Responsible tourism-focused activities to be discovered across the destination's varied locations. A range of activities for first time triers to specialists and everything in between.
- **Argyll & Isles excels in local provenance;** from foraging to food production, to Michelin listed restaurants, and an abundance of high-quality hand made goods. Argyll & Isles excels in the provision of local provenance and its characterful makers and producers are a key element of the visitor experience.
- **Argyll & Isles is an ideal destination for responsible tourism;** the destination offers many ways in which to enjoy the beautiful landscape responsibly. Businesses can demonstrate ideas for reducing their environmental impact and increase opportunities for visitors to create lasting memories without leaving a trace. This message will have resonance with informal and wild campers, camper van and motorhome users.

Attracting new visitor types through partnerships

As travellers of today and tomorrow make destination choices not just on value for money but on sustainable and ethical tourism businesses and ways in which to enjoy leisure time responsibly, AITC will continue to foster partnerships which focus on the development of visitor products which enable this. For example, SCOTO – the organisation leading community-led tourism; and Agritourism – the organisation leading the development of new farm and croft-based tourism products.

Events and Festivals

Argyll & the Isles based events have slowly begun to return over 2021 and 2022 with larger events such as ButeFest and the Cowal Highland Gathering being well attended and economically successful.

AITC has continued to invest in a relationship with The LIST and have further developed technology to enable all events to be listed on AITC, VS and The LIST programmes with a link to ticket booking.

Travel Trade Business Development

Argyll & the Isles is an attractive destination to the Travel Trade market, particularly as operators move away from large coach tours to small groups with tailored itineraries. Of particular interest is the region's ability to deliver experiences focusing on:

- Activity and adventure; on water and land, people-powered adventures.
- Local food and drink; trails and UK's first Vegan Trail.
- Luxury breaks; wellness, spa and off the beaten track.

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- Wildlife, nature, and sustainable tourism.
- Walking, heritage, and cultural experiences.

The Travel Trade is interested in ready-made itineraries and ideas for immersive experiences. The region presents many options for travel, accommodation, attraction, and activity packages based on the above experiences and combinations of local destinations. AITC and VS will work closely together to develop relationships with the travel trade and encourage industry to build appropriate products across the destination. The primary driver will be quality of experience, rather than discounted rates.

3. STRATEGIC PRIORITY: Improving the Offer

For Argyll & the Isles to compete with other destinations, the partnership should continue to build on the improvements achieved in the last ten years. Argyll & Bute Council has made significant investment in our places, and essential visitor infrastructure at numerous sites, creating benefits for both visitors and residents.

The customer journey can be a long chain with potential weak links that need to be addressed by individual businesses and collectively.

- The journey starts with destination marketing activity that presents clear and compelling reasons to visit (and/or move around) Argyll & Isles. AITC has an established history of producing first-class content for web and social media platforms; and understands the efficacy of multiple edits for use in different formats across a variety of campaigns. The global reach of VS will be a particularly useful partnership asset and AITC will work on compatibility of content for sharing on VS platforms and imagery to share on the Digital Media Library.
- Direct booking capability is expected by customers because it saves time and money. The regional tourism offer will be improved in terms of economic returns and destination reputation if most businesses can conclude a transaction online. AITC will work with industry on affordable and manageable system adoption to deliver that objective.
- Private car travel remains the default position for many visitors. The trunk road network is subject to permanent disruption on the A83, and delays are common. Disruptions to the ferry network continue to frustrate passengers and the partnership is committed to ensuring accurate and up-to-date travel information is available across all channels.
- Most visitors interpret the offer as the direct encounters and experiences associated with their valuable leisure time. Customer service and value for money rank very highly in traditional satisfaction surveys, as do authenticity, choice, quality, cleanliness, and personal safety.

Research has shown that employee wellbeing plays a key role in creating a productive and efficient workforce and reduces workplace attrition. To achieve the first-class customer service aspirations across the sector it will be key to embed fair work practices. Fair work is defined as work that offers an effective voice, opportunity, security, fulfilment, and respect and these need not involve a cost, and indeed may themselves realise a financial benefit to employers.

HIE's support for businesses and communities includes investment in quality, efficiencies and competitiveness. The HIE team based in Argyll & Bute support place-based projects that deliver economic and social impact for the region and HIE welcomes enquiries from the tourism sector which support this aim. Building community capacity to develop and deliver tourism activity is a priority. HIE has supported the development of a number of community-led tourism projects recently including Tobermory Harbour Association's Aros Park development of an outdoor access

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hub, the Gigha Camp and Motorhome site and visitor moorings on Colonsay. Many of these projects have been made possible thanks for a partnership approach including with key partners Argyll and Bute Council and VisitScotland and the vision and ambition within community organisations.

Highlands & Islands Enterprise remain committed to the development of tourism in rural areas. Their tourism priorities for 2023-2024 are integrated into the Argyll & Isles Tourism delivery strategy:

- Invest in quality, efficiencies and competitiveness using **HIE's client facing activity** and place-based /discretionary decision making to support tourism businesses and communities.
- Accelerate the tourism sector's progress toward **net zero and responsible climate action** and collaborate with partners towards the priorities identified in the Destination Net Zero Action Plan.
- Work with partners and industry to address the complex **workforce challenge** (short-term and longer-term actions). Continue to roll-out the fair work tourism activity and look for innovative ways to increase the attractiveness of the sector as a career of choice
- Work with **communities to build their capabilities and capacity**, enabling them to influence and drive tourism opportunities within their destination and maximise the retention of benefits locally and across the supply chain.
- Contribute to national **Visitor Management** priorities and activities to protect our region's natural assets and invest in strategic tourism infrastructure.
- **Influence national tourism policy and investment** engaging effectively with the Scottish Government and key groups such as the new formed Tourism Industry Leadership Group on wider issues including transport, population and housing.

HIE's innovation service can help get new ideas off the ground. At its core, innovation means making changes that will improve business. Examples include process changes to improve productivity, adaptations to business models to reach customers, waste reduction and operational efficiencies to achieve sustainability or business diversification to open new markets. The HIE team is on hand to support businesses to identify or implement the changes necessary for growth:

- Research and development.
- Developing new products or services.
- Improving productivity.
- Identifying new opportunities for your business to explore.
- Developing a new strategy for future innovation.
- Protecting your intellectual assets.
- Funding between £25,000 and £100,000, with potential for smaller projects to be supported.

Examples of innovation support include helping a business to reduce its carbon footprint and operate more sustainably; and supporting a business to make packaging improvements to increase shelf life so that a product could be shipped further. Details are available here: <https://www.hie.co.uk/support/browse-all-support-services/innovation/hies-innovation-service/>

Skills Development

Another key driver of improving the offer for visitors is the continuing education and inspiration of tourism operators to support their understanding of the advantages of continued investment in

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their own businesses to sustain visitor growth and commercial rewards. This includes improving the skills of existing staff and attracting new entrants into the industry.

AISTP will offer a programme of events, either directly or through partners, focusing on practical ways in which businesses can develop.

Highlands and Islands Enterprise has developed a support programme for businesses to understand how to implement fair work practices. For tourism employers, HIE has extensive help available to make sure working practices inspire and support the workforce. Tourism businesses in the region are often the lifeblood of their communities, providing many of the jobs that help to keep young people and families in the area. Owners and managers are often working with or employing people they know and families they have known for years, so reputation is critical. The concept of fair work is especially applicable and HIE has published a guide relevant to your organisation and employees. Further details and a link to register for the guide are here:

<https://www.hie.co.uk/support/browse-all-support-services/fair-work-in-tourism-businesses/>.

HIE supports skills development in the sector through initiatives such as the graduate placement scheme and through management and leadership training, creating a career path within the industry and helping to improve standards.

Priority skill development areas for 2023 and 2024 are defined as.

- Improving digital marketing skills.
- Product creation & innovation.
- Reducing carbon & improving sustainable practices.
- Attraction & retention of staff.

4. STRATEGIC PRIORITY: The journey towards net zero

Argyll & Bute Council has declared a climate emergency and is taking forward a number of different initiatives to help reduce the regions carbon footprint which is already one of the lowest in the UK. This includes the installation of EV charging points across Argyll and Bute and supporting reforestation projects and the installation of renewables and insulation programmes for buildings.

Visit Scotland leads the national tourism industry initiative. The Scottish tourism sector is being asked to prioritise responsible, low carbon growth and join the journey to Destination Net Zero. By acting, operators will reduce costs, build resilience, and meet increasing consumer demand for sustainable businesses focused on delivering responsible tourism. AITC will utilise and share the resources for region-wide destination and sector development projects; and emphasise Argyll & Isles' environmental credentials and consumer responsibilities in marketing and promotional material.

<https://www.visitscotland.org/supporting-your-business/responsible-tourism/sustainability/climate-change#advice>

The journey to net zero will be achieved through changed business practices and exploiting Argyll & the Isles' enviable location on the doorstep of the central belt. This has given the area a competitive edge: initially through the Heart & Soul campaign prior to Covid-19 and enhanced by the surge in staycation activity. The Scotrail investment in the Highland Explorer carriage operating twice daily on the Glasgow-Oban line in 2021 – the first in the UK – is a measure of confidence in this market.

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Better understanding of emissions and actions to reduce them are business priorities. HIE provides a Net Zero Toolkit , which covers funding and loans, understanding carbon footprints, reducing carbon impact of operations, utilities, products and services: environmental impact and waste management.

<https://www.hie.co.uk/support/browse-all-support-services/net-zero-scotland/>

Investment in AITC's digital capacity and capability in the last three years has ensured the destination is visible and bookable online through www.wildaboutargyll.co.uk and its digital footprint continues to grow with impressive web user performance delivering 77,000 outbound links to Argyll & Isles tourism businesses. Focused marketing activity to profile these credentials is proposed.

By adhering to these principles, the strategy will also deliver against the National Strategic Priorities on behalf of the partnership:

- Our thriving places.
- Our passionate people.
- Our memorable experiences.
- Our diverse businesses.

- END -



Cathy Craig
Chief Operating Officer
Argyll & the Isles Tourism Co-operative Ltd



David Adams McGilp
Regional Director
VisitScotland



Fergus Murray
Head of Economic Development
Argyll & Bute Council



Morag Goodfellow
Area Manager, Argyll & the Islands
Highlands & Islands Enterprise

March 2023

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Appendix 1 - Year 2 Action Plan

The year 2 action plan builds on the momentum achieved throughout the last two years. The plan has been built to be agile and respond to the emerging needs of the visitor and make the most of Argyll & the Isles' natural assets and new product offers.

Marketing Target Audience

The target visitor audience for 2023/24 is based on VisitScotland segmentation. The following groups have been identified as priority target markets. The domestic marketing activity will be focused on central belt, NE & NW England, and some London groups. AITCs travel trade marketing will focus on UK and German markets.

Marketing Focus

The following marketing activity is planned for delivery. We will work closely with relevant partners to ensure cohesive and effective delivery.

Strategic Priority	Marketing Key Focus	Delivery Period
Extending the season and spreading visitors across the destination	1. Experience Scotland's Adventure Coast your way <ul style="list-style-type: none"> ▪ Walk ▪ Cycle in the home of UCI ▪ Paddle / swim ▪ Sail ▪ Retreat 	Launch of New Wild About Argyll website March '23, followed by Love Oban refresh
	2. Argyll's Natural Environment: come and enjoy our rich and diverse terrestrial and marine wildlife and leave nothing but footprints	Feb - October
	3. Treats & Retreats / Winter Festivals: indulge your senses and while away the winter hours in our spas, cabins, and hotels. Immerse yourself in our culture through our local provenance and winter festivals	Dec '23 – March '24
	4. Plan your wedding in beautiful Argyll & the Isles	Jan '24 – March '25
Reaching new audiences	5. Find Your Cowal: enjoy the diversity of the Cowal peninsular & find your Cowal	April '23 – Sept '23
	6. Focus on Mid Argyll: Showcase the natural landscape, wildlife & green credentials	May '23 – Aug '23
	7. Argyll's Makers, Culture & Heritage; Be introduced to our local creators and immerse yourself in our cultural events	Year-Round

Organic Marketing Development

Whilst the campaigns are being delivered, we will continue developing our organic marketing activity, growing our audiences, and understanding what type of content they respond to. These activities will include:

- Continued development of Food & Drink Trails and promotion.

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- New easy walking routes to improve inclusivity of visitors.
- Showcasing our culture and heritage across the destination and ways in which visitors can take part.
- Ensuring that active travel options are included in every campaign; and creating a new Active Travel section on Wild About Argyll website.
- Promotion of Argyll's events through our partnership with The List (reach of 9m across the UK).
- Upweighting and cleansing of destination information to ensure the visitor can plan their trips effectively.

Budget

The budget to support the overall delivery of the marketing plan for 22/23 comes from several different sources and will be delivered by the AITC team and specialist partners as required. Funds will be drawn from; membership fees paid to AITC, £75,000 fund from Argyll & Bute Council and may include grants from VisitScotland if they become available. AITC has been granted £200,000 UK SPF Funding over two years which will be used as follows:

- Employment of full time Marketing Manager to upweight the capacity of the AITC delivery team.
- Purchasing of analytical tools & support for more detailed analysis of which campaigns and organic marketing is performing best, enabling agile adaption of plans for best return on investment.
- Further improvement of discoverability enabling improved ranking of Argyll & the Isles destination in search engines.
- Delivery of specified campaigns.
- Promotion of Argyll & the Isles destination to the UK and German markets,

It is anticipated that the £75,000 Argyll & Bute Council Grant will be apportioned as follows.

ACTIVITY	BUDGET	OUTCOMES
PR & media – Destination positioning	15,000	• Reach new audiences.
Bloggers, Influencers	5,000	• Reach new audiences; food trails, wellness and extend the season; winter retreats
Paid social promotion	5,000	• Boost marketing reach across all campaigns
New format, license free photography	10,000	• Assets which can be shared with VisitScotland, ABC & AITC Members
SEO Copywriting & new content development for new websites	10,000	• Insight based new content across all areas of Wild About Argyll
Campaign delivery	30,000	• Positioning Argyll as perfect get away from it all & wellness experiences.

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		<ul style="list-style-type: none"> • Family friendly • Great place for wildlife & nature
TOTAL	75,000	

Supporting evidence for marketing approach

In terms of domestic holidays, there may be deep-rooted beliefs around accommodation choice and travel options. However, there is some willingness to change around some areas of responsible tourism, notably around food and drink choices, energy consumption and car-free days.

<https://www.visitscotland.org/binaries/content/assets/dot-org/pdf/research-papers/about-our-visitors/external-vs.org-slides-summary-rt-scots-study-2021.pdf>

Visit Scotland continues to develop its data on current visitor trends and market demands. The current visitor insights fit well with Argyll & the Isles and have formed the basis of this marketing plan.

- Localism and authentic experiences.
- Adaptable adventure.
- Workcations.
- Artisanal retail and food and drink.
- Voluntourism.
- Wellness.

<https://www.visitscotland.org/research-insights/trends/trends-for-tomorrow>

<https://foodanddrink.scot/the-knowledge-bank/trends-foresighting/>

Water Safety Scotland

info@watersafetyscotland.org.uk

Monday 3rd April

Dear Colleague,

Partnership Approach to Water Safety

I am writing to you on behalf of Water Safety Scotland (WSS) to update you that we have established, or are in the process of establishing, a Partnership Approach to Water Safety (PAWS) Group within your area. The formation of a PAWS Group in all areas of Scotland is a part of the [Community Safety Minister's Action Plan on Water Safety](#).

PAWS is a multi-agency approach to improving water safety that has three key stages:

- **Prevention**
Pro-active activities that reduce the likelihood of a water emergency occurring by raising awareness of safety issues, and by educating the public on how to be safe in and around water.
- **Improved Incident Response**
Effective response to water emergency incidents through multi-agency exercises and training the public how to react to incidents safely via the Waterside Responder Scheme.
- **Review of significant events**
Implementation of the WSS Drowning & Incident Review * (DIR) after significant incidents to ensure learning from water emergency incidents to gain an understanding of the contributory factors and make interventions that may prevent similar events from occurring.

Within your area the PAWS partners will work together to achieve these aims and will utilise the assets, skills, and experience that they possess to deliver co-ordinated and meaningful engagements within your community.

The availability of this group will also enable you to task them to look at any specific water safety concerns that you may have and to ensure that pro-active water safety measures are being advanced.

The success of the Drowning & Incident Review (DIR) is dependent upon coherence within PAWS Groups and we would request your support in their adoption and adherence to this process through the CPP. DIR aims to go live in early May.

Can I ask that you allow for the PAWS Chair to establish a reporting line into your CPP on the activities that they undertake to ensure that you are sighted on any identified risks within your area, what actions they are taking to address them, and to provide the support of the CPP should it be required?

If you require any further information on who your PAWS Chair is, or on the Drowning & Incident Review, please contact us at info@watersafetyscotland.org.uk

Yours sincerely,



Carlene McAvoy – Secretariat/Founder

* Drowning & Incident Review (DIR)

WSS via RoSPA and the Scottish Fire and Rescue Service (SFRS), developed the Drowning and Incident Review (DIR) process for accidental water-related fatalities in Scotland.

DIR aims to gather data and understand the contributory factors of a water-related incident to help gain a better understanding of how to prevent similar incidents occurring in future.

This has tangible benefits locally and nationally.

Locally:

- Partners gain insight into the risks in their area
- The people best placed to address these risks are involved in the process and therefore kept informed
- Local knowledge can be employed to ensure improved water safety outcomes in the specific area

Nationally:

- Previously unavailable information will be reported to WAID and held there
- National strategy can be better informed due to enhanced data capture

Why do we need DIR?

Every year, on average, there are around 20 fatalities where we have limited information e.g. no outcome known. Due to the legal structure in Scotland, not all fatalities have Fatal Accident Inquiries so there could be vital information missing that could potentially prevent future fatalities.

What does DIR cover?

DIR can be used for fatal incidents located both inland and in coastal waters and also for near-miss incidents where these are either attended by emergency services or are reported.

DIR does not cover: Boating and commercial incidents, deaths by suicide, deaths in employment, deaths where crime is suspected.

Research into DIR was undertaken in 2022 and has been published in BMJ Injury Prevention: <https://injuryprevention.bmj.com/content/early/2022/12/22/ip-2022-044785>

Dear Scottish Government,

In reference to the call for evidence on comments for the National Outcomes, please find below evidence from Argyll & Bute Community Planning Partnership.

Main points:

- The main point we want to make is that the two highest priorities that communities in Argyll and Bute wish the CPP to focus on, housing and transport infrastructure, are not identified within the National Outcomes.
- The fourth priority, financial inclusion, is also light in terms of linkages to the National Outcomes.
- The above are concerns to the Argyll & Bute Community Planning Partnership.

Background:

We know that the 7 thematic areas of importance for the population of Argyll and Bute are:

- Transport Infrastructure
- Housing
- Community Wellbeing
- Financial Inclusion
- Diverse Economy and Skilled Workforce
- Climate Change
- Digital Inclusion

We know this from an analysis of Community Planning partners' data-led strategic, corporate and annual plans, together with the outcomes of community engagement undertaken in Argyll and Bute over the past 3-4 years.

A recent consultation run by the CPP, between December 2022 and March 2023 and following best practice in engagement to include voices less heard, resulted in 1,978 people responding to inform us that their top 3 priorities for Argyll and Bute over the next ten years are, in order of importance:






- Transport Infrastructure
- Housing
- Community Wellbeing



The other priority themes are listed below in order of importance to the 1,978 respondents from most to least important as a priority:

- Financial Inclusion
- Diverse Economy and Skilled Workforce
- Climate Change
- Digital Inclusion

Alignment with National Outcomes:

The table below illustrates the alignment of the current National Outcomes to the thematic priorities from Argyll and Bute's Community Planning Partnership's recent engagement with communities (1,978 respondents).

Argyll & Bute (CPP) themes in order of priority (based on recent engagement with 1,978 respondents)	National Outcome links
Transport Infrastructure (Transport accessibility, availability, reliability and affordability: transport includes cycling, parking, ferries, buses and rail) 	It is an issue that Transport Infrastructure is not mentioned
Housing (Access to affordable housing of the right size in the right place, recognising the high proportion of second home ownership) 	It is an issue that Housing is not mentioned
Community Wellbeing (Access to opportunities that can support mental and physical wellbeing) 	Grow up loved, safe and respected so that they realise their full potential Live in communities that are inclusive, empowered, resilient and safe Are creative and their vibrant and diverse cultures are expressed and enjoyed widely Value, enjoy, protect and enhance their environment Are healthy and active
Financial Inclusion (Wealth inequality, recognising the impacts of the cost of living, in particular food, fuel and clothing) 	Tackle poverty by sharing opportunities, wealth and power more equally
Diverse Economy and Skilled Workforce (Diversity both in the makeup of the economy and how we build skills in the workforce and attract more people into the workforce, e.g. availability of job opportunities all year round, diversity of businesses operating in Argyll and Bute, attracting and retaining workforce, opportunities for training and skills development) 	Have a globally competitive, entrepreneurial, inclusive and sustainable economy Have thriving and innovative businesses, with quality jobs and fair work for everyone Are well educated, skilled and able to contribute to society

<p>Climate Change</p> <p>(Recognising the climate emergency and the desire to make changes that allow us to adapt to current climate impacts and minimise future climate change through positive actions)</p> 	<p>Value, enjoy, protect and enhance their environment</p>
<p>Digital Inclusion</p> <p>Mobile and Internet connectivity, access to equipment such as mobile phones, laptops, etc, knowledge on how to use and engage safely with digital)</p> 	<p>There is nothing within the National Outcomes to address this</p>
<p>An equalities approach is taken on CPP priorities and actions</p>	<p>Respect, protect and fulfil human rights and live free from discrimination</p>
<p>**</p>	<p>Are open, connected and make a positive contribution internationally</p>

** This outcome is vague and so it's not easy to align exactly to this.

Conclusion:

- The Scottish Government needs to give consideration to the body of evidence within Argyll and Bute which identifies Transport Infrastructure, Housing, Community Wellbeing and Financial Inclusion as top 4 priorities for improving communities over the next 10 years.
- Whilst it is recognised that the majority of the outcomes fit into a 'wellbeing' theme, it is concerning that there is a lack of outcomes related to transport infrastructure, housing and financial inclusion – all of which we know impact wellbeing.
- Moreover, it is unclear what is expected from the outcomes when the outcome states: "are open, connected and make a positive contribution internationally" and this may be best omitted from future outcomes or made clearer.
- It is also a concern that there is some confusion between what individuals can do and what requires collective action within the outcomes. For example saying that people are to "have a globally competitive, entrepreneurial, inclusive and sustainable economy" at the same time as saying people are to "value, enjoy, protect and enhance their environment". One of these outcomes is achievable on an individual level and one is not. Therefore, the role of the person in achieving the outcomes is confusing and a consistency of approach to the outcomes would be appropriate in order to be clear who is responsible for achieving them.

Notes: We have a dataset at postcode level which qualifies the points we are making and are happy to be contacted to discuss further: cppadmin@argyll-bute.gov.uk

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