

Public Document Pack
**COMMUNITY PLANNING PARTNERSHIP
MANAGEMENT COMMITTEE MEETING**

27 August 2008

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held in the **JO3/JO5 AT THE MID ARGYLL COMMUNITY HOSPITAL AND INTEGRATED CARE CENTRE, LOCHGILPHEAD** on **WEDNESDAY, 3 SEPTEMBER 2008 at 10:00 AM.**

AGENDA

- 1. WELCOME/APOLOGIES**
- 2. MINUTES**
Community Planning Management Committee 9 July 2008 (Pages 1 - 8)
- 3. MATTERS ARISING**
- 4. PARTNERSHIP REVIEW**
Draft Constitution – Eileen Wilson (Pages 9 - 20)
- 5. FAIRER SCOTLAND FUND AND THE VOLUNTARY SECTOR**
 - (a) Strengthening the Third Sector - Brian Barker/Margaret Fyfe (Pages 21 - 22)
 - (b) Voluntary Sector Steering Group - Interim Report - David Price/Glenn Heritage (Pages 23 - 24)
 - (c) Final ROA Report - supporting information available from Eileen Bellshaw eileen.bellshaw@argyll-bute.gov.uk (Pages 25 - 32)
- 6. SINGLE OUTCOME AGREEMENT** - Brian Barker - Verbal Update
- 7. PERFORMANCE MONITORING/MANAGEMENT** - Brian Barker (to follow)
- 8. SCOTLAND'S CLIMATE CHANGE DECLARATION FOR ARGYLL AND BUTE**
Stephen Colligan (Pages 33 - 36)
- 9. AFFORDABLE HOUSING FOR ESSENTIAL WORKERS**
Gordon Anderson (Pages 37 - 38)
- 10. SMALL PRACTICE RESEARCH PROJECT** - Stephen Whiston (to follow)
- 11. BRAND ARGYLL AND BUTE**
Carys Wynn-Mellor (Pages 39 - 40)

12. PARTNERSHIP FEEDBACK

(a) Children's Services Governance - Jim Robb (Pages 41 - 46)

13. AOCB

14. DATE OF NEXT MEETING: 29 OCTOBER 2008 AT OBAN FIRE STATION, OBAN

Note: The Funding Hub will follow on from this meeting, commencing at 1.30 pm

**MINUTES of MEETING of COMMUNITY PLANNING MANAGEMENT
COMMITTEE**
held in the HIE Board room, Lochgilphead on Wednesday,
9 July 2008

Present::

Raymond Park	Strathclyde Police (chair)
Eileen Wilson	Argyll and Bute Council
Nigel Stewart	Argyll and Bute Council
Brian Barker	Argyll and Bute Council
Bernadette Quinn	Argyll and Bute Council
Margaret Fyfe	Argyll and Bute Council
Shona Strachan	Argyll and Bute Council
David Penman	Strathclyde Fire and Rescue
Alan Murray	Strathclyde Passenger Transport
Sarah Gilmour	Strathclyde Passenger Transport
David Dowie	Scottish Government Housing Investment
Andrew Campbell	Scottish Natural Heritage
Sue Gledhill	Highlands and Islands Enterprise
Geoff Calvert	Strathclyde Fire and Rescue
Glenn Heritage	Argyll and Bute Volunteer Centre
Ann Campbell	NHS Highland
David Price	Argyll Council of Voluntary Services
Nicola Welsh	Association of Argyll and Bute Community Councils

In attendance:

Sonya Thomas	Argyll and Bute Council
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Apologies:

Elaine Garman	NHS Highland
Jane Fowler	Argyll and Bute Council
Alison Bennett	Scottish Enterprise
Kevin O'Hare	Scottish Water
Dave Duthie	HITRANS
Derek Leslie	NHS
Peter Wotherspoon	Jura I@tE
Eileen Rae	Argyll and Bute Council

ITEM	DETAIL	ACTION
1.	<p>WELCOME</p> <p>Raymond Park welcomed everyone to the meeting, noted apologies and thanked HIE for the use of their Board Room.</p>	

ITEM	DETAIL	ACTION
2.	<p>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 14th MAY 2008</p> <p>ACTION POINT UP-DATES</p> <p>Ag Item 2 Action Point a) – Item on this agenda Action Point b) – Item on this agenda</p> <p>Ag Item 4 Action Point – Item on this agenda</p> <p>Ag Item 5 Action Point a) – Taken forward Action Point b) – Item on this agenda</p> <p>Ag Item 6 Action Point a) – Taken forward Action Point b) – Item on this agenda</p> <p>Ag Item 7 Action Point a) – Sonya Thomas will now circulate minutes of the Fairer Argyll and Bute plan to Partners. Action Point b) – Taken forward</p> <p>Ag Item 8a) Action Point a) – Clarity received Action Point b) – Item on this agenda</p> <p>Ag Item 8b) Action Point a) – Presentation from both Enterprise Companies at Full Partnership meeting. Presentation from HIE on this agenda Action Point b) – Item on this agenda</p> <p>Ag Item 10 Action Point – Item on this agenda</p> <p>Ag Item 11 Action Point – Item on this agenda</p> <p>Ag Item 12 Action Point a) – On going Action Point b) – Item on agenda for 3rd September 2008</p> <p>Ag Item 13 Action Point a) – Only two responses to date – Partners requested to respond to Sue Gledhill. Action Point b) – Item on this agenda Action Point c) – Item on agenda for 3rd September 2008</p>	

ITEM	DETAIL	ACTION
3.	<p>MATTERS ARISING</p> <p>Admin issues were discussed, as some Partners say they do not always receive papers well in advance of meeting dates.</p>	
4.	<p>ANNUAL REPORT</p> <p>The Fairer Argyll and Bute plan is still to be completed – Feedback to Eileen Wilson by Friday 11 July 2008. The Annual Report will be posted onto the website next week.</p> <p>Action Point Partners to supply feedback to Eileen Wilson by Friday 11 July</p>	<p>All Partners Eileen Wilson</p>
5.	<p>PARTNERSHIP REVIEW</p> <p>The review that started last Autumn has now reached the 1st stage of achieving a better, more manageable Management Committee, as it is widely agreed that the current structure is too large.</p> <p>The paper outlines discussions and recommendations for the future of the Management Committee, with suggested attendees and a proposed re-structuring of the CPP Management Committee, along with perhaps a thematic approach to meetings, which will allow reports and agenda items to link together, but with flexibility built-in. It has also become apparent that for the future there should be more definition of “purpose and role” with perhaps different organisations and personnel attending.</p> <p>As the attendees of the Management Committee make decisions on behalf of the organisations, it is vital to the success of the CPP that those who attend should have strategic influence not only in their own organisations, but ideally link into other organisations that may not be directly represented, and therefore have the ability to speak on behalf of other groups. They will also need to show how they will cascade and communicate the information from the meetings to the organisations they are representing. For some organisations it may be more appropriate to have an alternate person attending the meetings.</p> <p>Argyll and Bute Council as a Partner needs to look at its role for information sharing also. Under the Single Outcome Agreement, the four Directors are the Senior Management Leads, which enables the structure to remain tight but the information to flow.</p> <p>Discussion also covered the structure and order of the CPP meetings, both the Management Committee and the Full Partnership, with suggestions that the structure of the Full Partnership is also reviewed.</p>	

ITEM	DETAIL	ACTION
	<p>Overall it was apparent that organisations need to decide who they are and where they believe they will best fit before decisions on membership can be made.</p> <p>Action Points</p> <p>a) Partners to briefly clarify their terms of reference to Eileen Wilson by 31 July 2008.</p> <p>b) Item on agenda for next Management Committee meeting – 3 Sept 2008.</p>	<p>All Partners</p> <p>Eileen Wilson</p>
6.	<p>FAIRER SCOTLAND FUND AND THE VOLUNTARY SECTOR</p> <p>Cllr Dick Walsh arranged and met with Scottish Government and the Voluntary Sector representatives on 21 May 2008, one of the main issues covered was the possibility of the Third Sector being represented as one body.</p> <p>Several organisations attended and the outcome was that a Steering Group was formed for the Third Sector to develop a new structure for improved working in the future. Funding is available to assist with this challenge. A deadline for the end of September 2008 has been set for this by which time it is hoped that the Steering Group will have options for the CPP and the Council to consider.</p> <p>The group has had two meetings so far, which have resulted in cleared thoughts based around broad outlines.</p> <p>It was noted that any possible options may not be solidified by the end of September, but that there should definitely have a plan of action by then, as the challenge is clear and the right people are on the Steering Group.</p> <p>The website is available for comments to be posted on and will be referred to the third sector steering group. www.argyllcommunities.org/tssg/</p> <p>Action Points</p> <p>a) Steering Group to attend the next Management Committee meeting on 3 September 2008.</p>	<p>Glenn Heritage</p>
7.	<p>LOCAL COMMUNITY PLANNING</p> <p>Within the Bute and Cowal area events have taken place to try and engage with the wider community. These have been regarded as models but there may be scope to widen - but relax the events with Community Learning and Regeneration taking a lead and encouraging other existing groups to become more involved.</p> <p>Community Councils have written to Cllr Dick Walsh requesting him to do the same in other areas and will do so again in the near future through the Executive, and will try to clarify the role of Community</p>	

ITEM	DETAIL	ACTION
	<p>Councils.</p> <p>The issue of monetary support was mentioned, and it was noted that within the European Social Fund there is the Community Voices Fund, Community Councils should try to receive match funding from European Money. It was pointed out that there is currently a lot of rural money available.</p> <p>Action Point Item on agenda for next Management Committee meeting – 3 September 2008</p>	<p>Martin Turnbull</p>
8.	<p>SINGLE OUTCOME AGREEMENT</p> <p>Agreement has been received from Fiona Hyslop MSP, who will be making a Ministerial visit on 27 August 2008 to formally sign off the agreement. There is the possibility of promoting the event to help publicise the SOA on the 27 August or after.</p> <p>Good feedback on the SOA was received and only minor changes needed to be made.</p> <p>The next stage is to look at next years' agreement and the processes for that, which will require all Partners to be involved and represented, and therefore the opportunity for Partners to sign off the agreement. Presently awaiting guidance from the Improvement Service but in the meantime, work needs to be done to clarify the role of different leads.</p> <p>Action Points</p> <ul style="list-style-type: none"> a) Eileen Wilson to liaise with Nigel Stewart regarding a small scale event linked with the signing off of the SOA b) Brian Barker to provide a further up-date at next Management Committee meeting – 3 September 2008 c) Glenn Heritage to present a condensed overview of the SOA to Brian Barker for consideration with a view to possible publication. 	<p>Eileen Wilson and Nigel Stewart</p> <p>Brian Barker</p> <p>Glenn Heritage</p>
9.	<p>FUNDING</p> <p>An up-dated report on European Funding was presented. Jane Fowler and Shona Strachan are currently developing the CPP European Funding Package. There are several projects around the European Social Fund. The HUBBUS bid will be submitted this Friday, the bid is for £3.3 million with match funding of £1.1 million from the European Social Fund.</p> <p>Strathclyde Fire and Rescue have 40 fire stations located within Argyll and Bute, which perhaps could be used for the HUBBUS.</p> <p>Ray McIntosh-Walley is currently talking to David Penman from SF and R with regard to this resource.</p>	

ITEM	DETAIL	ACTION
	<p>Action Point Report approved and noted</p>	
10.	<p>PARTNERSHIP FEEDBACK</p> <p>a) Youth Focus A report was submitted covering the recent first Youth Focus meeting held on 17 June 2008, following on from which two young people attended the CPP Full Partnership meeting on 4 July 2008, who will now feedback to their focus group.</p> <p>Action point <ul style="list-style-type: none"> a) - Report Noted b) - Item on agenda for next Management Committee meeting – 3 September 2008. </p> <p>b) Enterprise Company Changes</p> <p>A presentation was given by HIE outlining the new working priorities following on from the recent restructure.</p> <p>The challenges for the Enterprise Company will have to be achieved through sustainable economic growth but with support more focused on businesses with high growth potential, infrastructure and well-being.</p> <p>A discussion followed with suggestions that perhaps the CPP could work closer with the private sector and invite the Federation of Small Businesses or Chamber of Commerce to future Management Committee meetings, this is currently being looked at but there is a need to re-develop the old LEF mechanism as it is now defunct.</p>	Roanna Taylor
11.	<p>REVISED MEETING SCHEDULE</p> <p>Action point Report noted</p>	
12.	<p>AOCB</p> <p>a) Presentation by Hexagon – Citizens’ Panel A presentation was given by Hexagon outlining the progress made to-date and possibilities for future applications.</p> <p>Partners were made aware that they are welcome to use Hexagon for their own research, either singularly or jointly, but the questions need to be applicable across the whole of Argyll and Bute and appropriate across the whole panel. In which case each partner organisation will be required to fund their own surveys, although if contact could still be maintained through Chris Carr, chris.carr@argyll-bute.gov.uk, this will ensure that the CPP has an</p>	

ITEM	DETAIL	ACTION
	<p>overview.</p> <p>b) Themed Meetings This has been covered within the Partnership review</p> <p>c) Notification of items for discussion at future CPP meetings by Strathclyde Fire and Rescue The Partners were presented with a list of future items for discussion from Strathclyde Fire and Rescue, with items on the agendas for both the September and October meetings.</p> <p>Action Point</p> <ul style="list-style-type: none"> a) Paper noted b) Eileen Wilson to contact David Penman regarding the requested items on future agendas. 	<p>Eileen Wilson</p>
13.	<p>DATE OF NEXT MEETING</p> <p>3rd September at 10.00 am in the Scottish Natural Heritage Board Room, Kilmory, Lochgilphead.</p>	

The Funding Hub meeting followed on from this.

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Constitution

1 INTRODUCTION

- 1.1. Effective community partnership working is essential if we are to deliver local outcomes within the new national framework. As Community Planning partners we must demonstrate that we have an effective and efficient Community Planning Partnership. This document is being developed to enable the Community Planning Partnership (CPP) to demonstrate our commitment to the continuous improvement and effective delivery of Community Planning in Argyll and Bute.
- 1.2. Partners need to collaborate to ensure an effective response to the Government's outcome based approach, removal of ring-fenced funding and increasing involvement of local communities in setting priorities requires partners to work together.
- 1.3. As the link between funding and outcomes develops, it is critical that partners successfully integrate service planning and delivery across the different agencies involved.
- 1.4. The Local Government in Scotland Act (2003) places a statutory duty on Councils to lead and facilitate Community Planning. There is also a corresponding duty on a range of partners to participate locally.
- 1.5. As well as the commitment from partners to work together to provide better public services the community planning process ensures people and communities are genuinely engaged and can influence the decisions made that affect them.
- 1.6. Argyll and Bute Council is required to ensure financial accountability as the recipient of grants and other community planning funding streams.

2 COMMUNITY PLANNING IN ARGYLL AND BUTE

2.1. The Argyll and Bute Community Plan was published in July 2007 and is acknowledged as the guiding document for strategic planning by all partners. The Plan communicates the long term vision for the area and highlights key areas where action is required to ensure progress towards that vision.

2.2. Key Themes of Argyll and Bute Community Plan 2007-2017

Outstanding Environment

- Natural Environment
- Climate Change

Vibrant Communities

- Culture, Arts and Sport
- Regeneration
- Robust and Dynamic Economy
- Housing
- Healthy and Safe Communities

Forward Looking

- Transforming Public Services
- Better Connections

2.3. Single Outcome Agreement (SOA)

Community Planning partners are responsible for the development of the Argyll and Bute Single Outcome Agreement – with the Council taking a lead role as required in the concordat of November 2007. The SOA is focused on the short and medium term outcomes to complement the long term focus of the Community Plan. The SOA is also the main focus of CPP partners on delivery of the Government's National Outcomes and the areas where support is needed from the Scottish Government to enable delivery of national outcomes and the community plan goals.

3 DECISION MAKING STRUCTURES

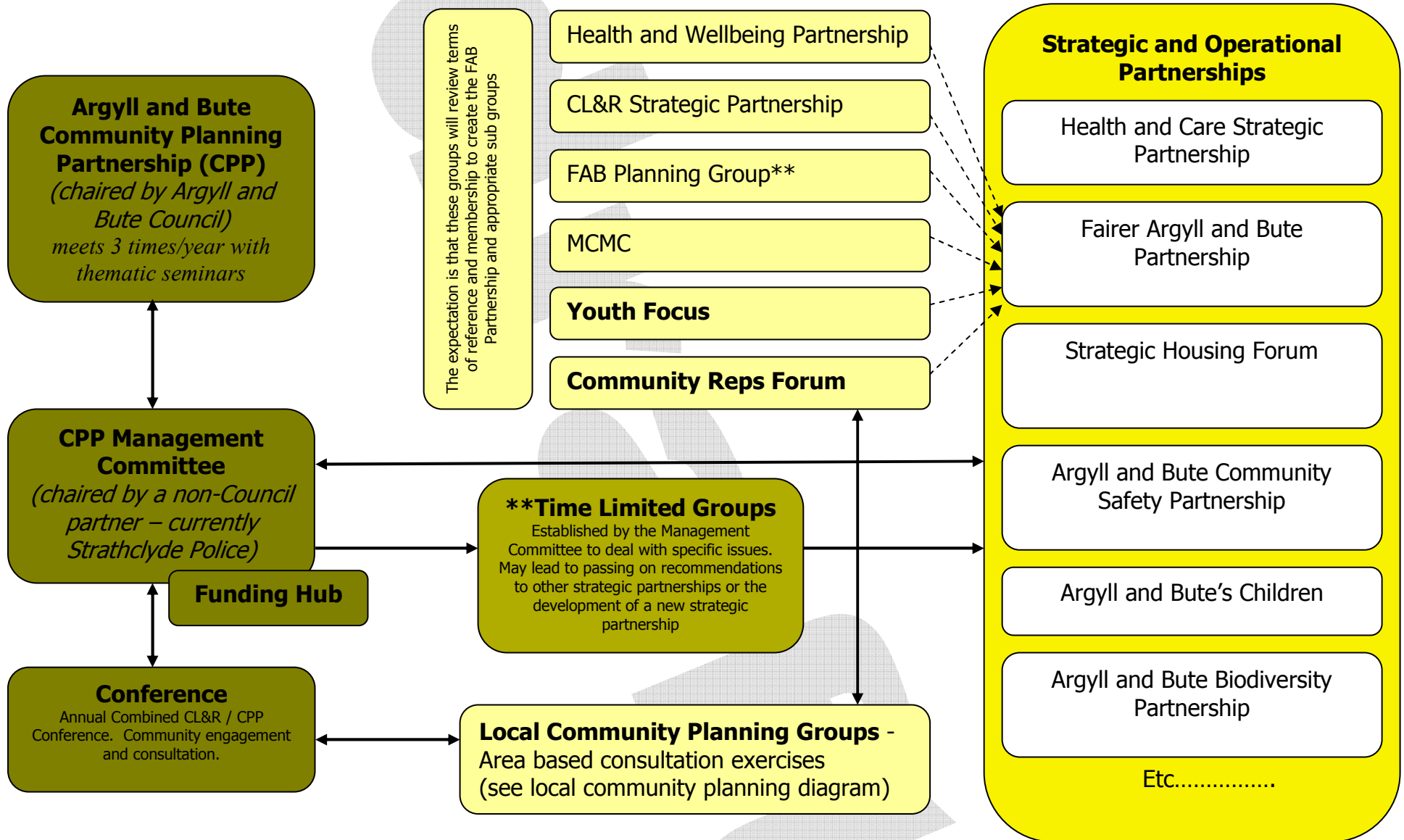
3.1. Community Planning in Argyll and Bute does not follow a traditional hierarchical model but is more flexible and adaptable using a networked approach to reflect modern ways of working and the complex inter-relationships between partners.

3.2. Key Structures (summarised in diagram following the descriptions below)

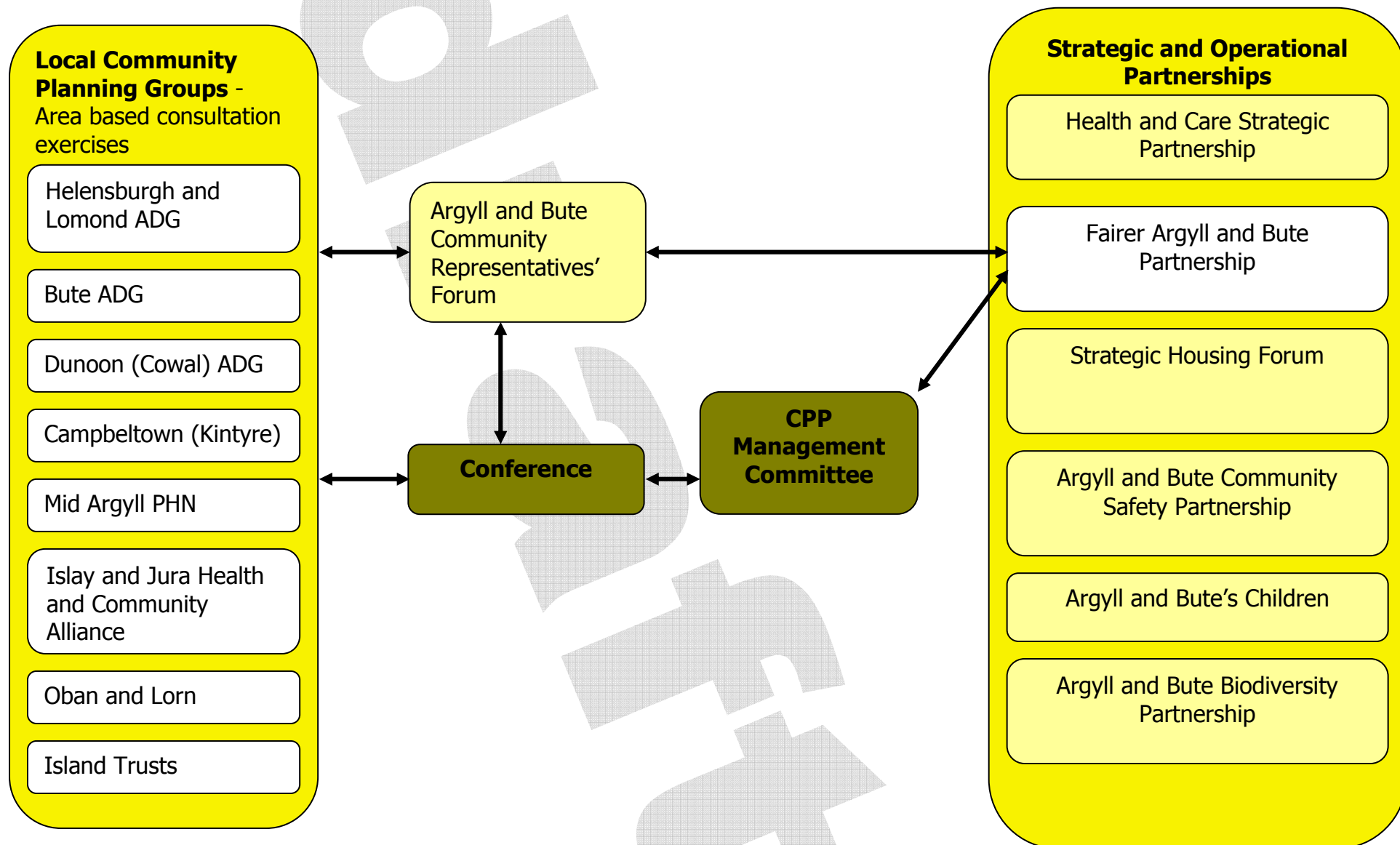
- **Full partnership** - Comprises representatives of organisations at strategic level. The Full Partnership gives all CPP partners an opportunity to influence the strategic direction of the partnership.

- **Management Committee** - Comprises representatives at senior management level from core partner organisations. The Management Committee is the operational group driving forward the implementation of the Community Plan and the Single Outcome Agreement. The Committee is also responsible for the monitoring and evaluation of CPP processes, the SOA and other strategic partnerships.
 - **Funding Hub** - Provides the focus for the CPP to ensure effective provision of information on funding opportunities and to support the development and phasing of bids for funding to ensure greater success at accessing the limited funding held by the Lottery, major grant giving bodies and the Government.
 - **Time Limited Groups** - Comprising relevant CPP partners with a designated lead. These groups are formed to address specific issues and make recommendations to the Management Committee.
 - **Local Community Planning Groups** – Comprising local stakeholders with relevant interests. These groups enable individuals and communities to be consulted on community planning issues as well as influence the direction of community planning and service delivery at a local level.
 - **Youth Focus** – Comprising young people from across Argyll and Bute, Youth Focus gives them the opportunity to comment on community planning issues and add their voices to the debate.
 - **Community Representatives' Forum** – Comprising nominated community representatives from across Argyll and Bute, the Forum meets to share good practice, participate in training events and consult on broader community planning issues.
- 3.3. **Conference** – An annual Community Planning conference enables all partners to participate in an information sharing and consultation event. The conference programme and objectives are specified by the Management Committee and the event is managed by Community Learning and Regeneration and brings community representatives, young people and CP partners together to share good practice and influence the direction of community planning in Argyll and Bute.

3.4. Argyll and Bute CPP Strategic Links



3.5. Local Community Planning Links



4 FULL PARTNERSHIP

4.1. Comprises representatives of organisations at strategic level. The Full Partnership gives all CPP partners an opportunity to influence the direction of community planning.

Partner Organisation	Meeting Delegates
Argyll and Bute Council	Dick Walsh (Chair) Sally Reid
Strathclyde Police	Mitch Roger
Strathclyde Fire and Rescue	Paul Connelly
NHS Highland (AB CHP)	Derek Leslie
Highlands and Islands Enterprise	Douglas Cowan
Scottish Enterprise	Neil Frances
Skills Development Scotland Initiative at the Edge	Donald Henderson Hugh Donaldson
Argyll CVS	David Price
Islay and Jura CVS	John Davidson
Bute Community Links	Jim Clinton
Argyll and Bute Volunteer Centre	Glenn Heritage
MICT	James Hilder
Association of Argyll and Bute Community Councils	Nicola Welsh
ABSEN	Mike Geraghty
Fyne Homes	Peter McDonald
ACHA	Alistair MacGregor
West Highland HA	Leslie McInnes
Dunbritton HA	Morven Short
Scottish Government Housing and Regeneration	David Dowie
SERPID	Bill Dundas
SEPA	Jim Frame
Scottish Natural Heritage	Andrew Campbell
Crofters Commission	Nick Reiter
Forestry Commission	Keith Miller
Loch Lomond and the Trossachs National Park	Lesley Campbell
HiTrans	Dave Duthie
SPT	Alan Murray
Cal Mac	Fay Harris
Scottish Water	Kevin O'Hare
M.O.D.	Alan Cummings
Job Centre +	John Reid

Note: Depute Council Leader and Council Directors may also be in attendance, as are the Council's Policy and Strategy Manager and the Community Planning Manager. Note: Silent Observers can also attend meetings and contribute when invited to.

4.2. Terms of Reference

The Full Partnership provides a forum for full partner participation to:

- a. Ensure effective partnership working at strategic level
- b. Give strategic direction for community planning in Argyll and Bute
- c. Engage communities in decision making processes
- d. Ensure accountability of community planning related grants and funding streams

5 MANAGEMENT COMMITTEE

5.1. Comprises representatives at senior management level from core partner organisations. The Management Committee is the operational group driving forward the implementation of the Community Plan and Single Outcome Agreement. The Committee is also responsible for the monitoring and evaluation of CPP processes.

Partner Organisation	Meeting Delegates	No of Delegates
Strathclyde Police	Raymond Park (Chair)	1
Argyll and Bute Council	Sally Reid	1
Strathclyde Fire and Rescue	Geoff Calvert/David Penman	1
NHS Highland (AB CHP)	Derek Leslie	1
Highlands and Islands Enterprise	Douglas Cowan/Sue Gledhill	1
Scottish Enterprise		
Skills Development Scotland		
Initiative at the Edge		
Argyll CVS	3 rd Sector representative	2
Islay and Jura CVS		
Bute Community Links		
Argyll and Bute Volunteer Centre		
MICT		
Association of Argyll and Bute Community Councils		
ABSEN		
Fyne Homes	RSL's representative/David Dowie	2
ACHA		
West Highland HA		
Dunbritton HA		
Scottish Government Housing and		

Regeneration		
SERPID	Bill Dundas/ Andrew Campbell	2
SEPA		
Scottish Natural Heritage		
Crofters Commission		
Forestry Commission		
Communities Scotland		
Loch Lomond and the Trossachs National Park		
HiTrans	Dave Duthie/ Alan Murray (Blair Fletcher)	1
SPT		
Cal Mac		
Scottish Water	The Management Committee will consider how best to ensure these partners are linked and there is appropriate and adequate communication in both directions	
M.O.D.		
Job Centre +		
Total number of delegates		12+

Note: Relevant Council Directors may be in attendance, as are the Council's Policy and Strategy Manager and the Community Planning Manager. In the event that the substantive representative is unable to attend he/she may nominate a substitute and must notify the Community Planning Manager.

5.2. Terms of Reference

The Management Committee has been established to:

- a. Oversee development and implementation of the Community Plan and the Single Outcome Agreement
- b. Agree processes for monitoring and evaluating action/delivery
- c. Disseminate information ensuring all partners are aware of and able to participate in community planning process
- d. Enable community participation through agreed structures
- e. Monitor and evaluate the effectiveness of the Community Planning process

6 MEETINGS

6.1. Full Partnership

- a. The Full Partnership will normally meet three times a year.
- b. The Full partnership shall be chaired by the Leader of Argyll and Bute Council. In her/his absence the meeting will be chaired by the Vice-chair (Depute Leader of Argyll and Bute Council). In their absence an acting chair will be appointed at the meeting.
- c. The Full partnership will be responsible for the appointment of Management Committee chair and vice-chair from partner organisations at 2 year intervals.

6.2. Management Committee

- a. The Management Committee will normally meet six times a year
- b. The Management Committee will be chaired by a partner organisation. Succession to chair will be agreed after 2 years

6.3. General

- a. Dates for meetings in the coming year will be agreed at the final meetings of each calendar year.
- b. The Chair can convene additional meetings at the request of four or more partners or if he/she considers there is good reason.
- c. At least seven clear days before CPP meetings public notice will be given on the Council's website
- d. Agendas and all related papers will be available on the Council website www.argyll-bute.gov.uk or through a link on the Community Planning website www.argyllandbutecpp.net
- e. It will be at the discretion of the chair whether to consider items not on the agenda.
- f. Meetings will be open to the public. The chair can resolve to exclude the public if an item is deemed sensitive.
- g. Quorum - One quarter of the partners represented must be present for any decision making. If after ten minutes no quorum is achieved the meeting will be deemed inquorate and not take place.
- h. Minutes of meetings will be taken by a member of Council and will be made available on the Council's website www.argyll-bute.gov.uk or through a link on the Community Planning website www.argyllandbutecpp.net
- i. Members of the CPP must declare any interest, financial or non-financial, if any contract is to be discussed

7 FINANCE AND RESOURCES

The CPP is not a corporate body and does not hold funds of its own.

- a. All funds will be held by the appropriate officers of relevant partner organisation
- b. The reporting year for the CPP will be 1st of April to the 31st of March
- c. It is the responsibility of the relevant CPP partner to ensure that appropriate financial accounting arrangements are in place in respect of partner contributions
- d. The allocation of funds by the CPP must contribute to achieving agreed outcomes
- e. Core CPP staff will be employed by the Council on behalf of the CPP

8 FUNDING HUB

8.1. Aim

The aim of the Funding Hub is to help develop and maintain sustainable projects in Argyll and Bute by maximising the amount of funding and support to these projects through improved quality of bids and closer links with local priorities.

8.2. Objectives

- a. Provide large scale projects with feedback on bids
- b. Share information, learning and best practice in funding between members and use this knowledge to feedback on bids
- c. Develop relationships with Funders to ensure that Argyll and Bute is properly represented in any developments and any funding arrangement impacting negatively on the area can be addressed
- d. Highlight funding opportunities to management Committee which address gaps in the Community Plan

8.3. Members

- a. Membership of the Funding Hub is open to umbrella organisations and strategic organisations providing funding to groups and/or capacity building support and information.
- b. Members can be represented at meetings by any member of their staff but this will normally be a senior officer

8.4. Principles

- a. Openness – The Funding Hub members are committed to openness and transparency in all aspects of its work.
- b. Added Value – The Funding Hub will not duplicate work already undertaken by other organisations or networks.
- c. Balance – The Funding Hub will seek to ensure that all appropriate groups are represented
- d. Equality – Funding Hub members are committed to equality of opportunity in all aspects of its work

8.5. Practice

- a. The Funding Hub meets 6 times a year, after the CPP MC meeting.
- b. The Chair of the Funding Hub is a member of the CPP MC and is responsible for raising any relevant issues to the Management Committee for action.

- c. The Funding Hub will work to an action plan agreed by its members.
- d. The Funding Hub will regularly review, activities, membership and operational practice.
- e. The Funding Hub will report to the CPP MC as required.
- f. Minutes of the Funding Hub must be recorded, distributed and agreed by the members.

9 TIME LIMITED GROUPS

- 9.1. Time Limited Groups are formed to address specific issues and make recommendations to the Management Committee. They have a designated lead and members drawn from relevant CPP partners.
- 9.2. Time Limited Groups will agree their own operating arrangements providing they:
 - a. Follow the guidance given by the Management Committee in terms of their operational remit
 - b. Reach decisions by consensus
 - c. Report back to Management Committee at agreed times
- 9.3. Terms of Reference
Time Limited Groups will be created to:
 - a. Take forward an issue that requires more focused attention
 - b. Make recommendations to Management Committee within time agreed
 - c. Minutes or action notes of Time Limited Groups must be recorded and distributed to all group members. How minutes are recorded and distributed will be agreed by the group
- 9.4. Links to the Management Committee
 - a. Lead officers of Time Limited Groups will attend Management Committee meetings as required
 - b. Short written progress reports will be submitted as required

10 PARTICIPATION IN CPP AND OTHER STRATEGIC PARTNERSHIPS

- 10.1. CPP partners have responsibility for defining arrangements for supporting Community Planning within their organisation.
- 10.2. It is the responsibility of the individual organisations to ensure appropriate representation at all levels and to demonstrate how they contribute to the implementation of the Community Plan and the Single Outcome Agreement

10.3. CPP partners have the responsibility to disseminate relevant Community Planning information to other strategic and operational partnerships in which they participate.

10.4. CPP partners also have the duty to bring to the CPP any issues arising in other strategic or operational partnerships that affect the CPP.

August 2008



Strengthening the third sector

Our approach

The Council and CPP are adopting an approach based on outcomes to the application of Fairer Scotland Fund monies to strengthen the third sector. The outcomes are specified, measures and targets will be agreed following more detailed discussion on the preferred option. Delivery will be planned and managed by the organisation(s) that sign the agreement to deliver on the outcomes in return for significant investment by the Council and CPP. The Council and CPP will not specify how the outcomes are to be achieved.

Our outcomes

These outcomes reflect Scottish Government objectives for the Fairer Scotland Fund and local priorities to see a stronger, more active third sector. This is a high level priority for the Council and the CPP.

The outcomes we wish to see achieved are:

- More active third sector, supporting more community activity
- Better quality support for third sector organisations across the whole of Argyll and Bute
- Equitable access to support for all communities in Argyll and Bute
- A clear voice advocating the interests of the third sector in Argyll and Bute locally and nationally
- Stronger and more active social enterprises winning contracts to provide services

Council/ CPP investment

The Council and CPP are prepared to invest £50-100K in 2008/9 and £85-180k in 2010/11 from the Fairer Scotland Fund. Once the Fairer Scotland Fund becomes part of the block allocation for the Council this support would be expected to continue at the same level in future years.

This complements the significant investment of £280k pa in the CVSs and Volunteer Centre by the government in the period 2008-2011.

Whilst funded to a much lower level, the Argyll and Bute Social Enterprise network is considered to be an equal player in this process.

Monitoring and target setting

The Council and CPP are not specifying measures or targets to track progress toward the outcomes. These will be expected to be part of the proposal submitted by the end of September and then subject to discussion before final agreement on the way forward.

The proposal

The proposal needs to be submitted by the end of September for evaluation and further discussion before final agreement. There are several key points that need to be covered to help develop a shared understanding of the proposal and to give reassurance that what is proposed is deliverable.

Timing

The proposals can be implemented from 1 April 2009 or be achieved through a transition phase with clear milestones. The transition period would be expected to be complete by mid-2010 so that there is time to respond to any changes in Scottish Government funding from 2011 onwards.

Communications

The proposal needs to include a communications plan. The plan should also address how the proposals will meet the needs to represent the third sector and more specially ensure effective engagement with the CPP.

Governance and stakeholders

The governance arrangements should be clearly set out to show how they will ensure effective management and control of the preferred options, ensure stakeholder representation and provide clear leadership.

The proposals should indicate how the requirements of different stakeholders (especially those providing funding) will be met.

Options and appraisals

The proposal must show the different options that have been considered, an appraisal of each and indicate the preferred approach.

Evidence

There must be clear evidence supporting the options and appraisals. This may come from, for example, the lottery demonstration project, from other areas and from other sectors.

Evidence must be presented that gives confidence to actions to continually improve quality and to ensure that access will be equitable.

Sustainability

The proposals should indicate how the long-term viability of the proposal will be maintained and future options/ambitions for development.

This may also include actions to ensure long-term security through income generation.

Sensitivity and risk

The proposals should also indicate the sensitivity to changes in the level of funding. This should focus on the impact on outcomes rather than specific activities, but where applicable detail of changes in activity should be included.

This should also indicate any risks to the proposal, the probability and impact of those risks and action within the preferred options to reduce those risks.

Agreement

There are a number of organisations involved in this process and we would want to see consensus with all the main partners, including specifically the three CVSs, ABVC and ABSEN, clearly signed up to the agreed process.

Brian Barker/Margaret Fyfe

27 June 2008

Third Sector Steering Group

D Price/G Heritage 27/8/08

Interim Progress Report for CPP Management Meeting 3 September 2008

In a presentation made by Cllr Dick Walsh on 21 May 2008, a clear challenge was put to the 3rd sector in Argyll and Bute to address the following areas of potential improvement:

- More active 3rd sector, supporting community activity, including stronger and more active social enterprises
- Better quality management systems in support of 3rd sector organisations
- Equitable access to intermediary advice and support across the county
- A clear, strong, unified voice.

‘Competence, Capacity, Confidence’

At the Volunteer of the Year Award Ceremony on June 6th, the Third Sector Steering Group (TSSG) as formed, comprising the three CVSs, Volunteer Centre, ABSEN, and 6 representatives of other agencies and organisations in the sector.

Since then, the TSSG has met every two weeks with a view to delivering a proposal in the form of a paper, addressing the above 4 themes.

Progress to date:

- Website and discussion forum launched, accessed via www.argyllcommunities.org.
- LEADER bid submitted to match existing funds to allow the TSSG to continue to function till the end of the financial year.
- Engagement of the Scottish Government 3rd Sector team’s regional representative, Ross Lindsay, to help support the process.
- Communication and consultation with members of the sector to inform and validate proposals.
- A great deal of lively and constructive debate with the TSSG aimed at achieving alignment, particularly between the intermediary organisations.
- An outline first draft of the final proposal paper has now started, which will map out how the sector will deliver the proposals aimed at addressing the 4 themes. This paper will recognise that by end of September, only an outline plan of action will be achievable, with further implementation planning detail following towards the end of the financial year. Actual implementation and delivery of outcomes will continue over the next two years.
- The following actions are included, at draft stage only, within the proposed report:

Outputs

- Third sector organisations implement strategies which will improve support and service delivery across the sector to voluntary, community and enterprise organisations
- Voluntary sector organisations adopt and work to achieving a quality standard recognised and valued by stakeholders and funders.
- Geographical barriers to access are addressed enabling equity in all areas of Argyll and Bute.
- Voluntary sector organisations work in partnerships, are co-supportive and strive to improve knowledge and expertise adopting best practice models across areas of performance
- Voluntary sector organisations demonstrate better governance, management and service delivery through quality standards.
- The sector seeks to implement a protocol or compact for working relationships with public bodies.
- Through inclusive consultation and engagement the intermediary organisations within the sector ensure that different interests and views are represented and that there is a flow of information and feedback between public bodies and voluntary and social enterprise organisations.

One important conclusion which the TSSG has reached is that whilst a clear, strong, unified voice is a worthy objective, a 'single' voice is neither feasible nor desirable.

In the meantime, Argyll CVS and Argyll and Bute Volunteer Centre, have set themselves a target of October 1, 2008, to commence a co-joined working agreement.

Here is an update on the status of this proposed agreement:

1. The co-joining agreement will preserve the corporate identities of the two companies.
2. The two companies will each have their own board of trustees, but these boards will share the same members
3. It is proposed that the two companies will share a management structure, led by Glenn Heritage, currently manager of the VC.
4. This management structure, reconciliation of payments for services, and other operational details, are still subject to ongoing consultation with staff and finalisation.
5. VDS and SCVO have been kept informed and are supportive.
6. The main objectives of the agreement are to maximise the effectiveness of our shared human and financial resources, to improve county-wide access to intermediary advice services, and improve and extend the availability, scope and quality of information and advice..

This co-joined arrangement aligns well with the objectives of the TSSG, of Argyll and Bute SOA and National Indicators and will serve as a valuable pilot for more extensive co-operation and joint working across the sector and the county. The new Argyll & Bute VC and Argyll CVS will seek to develop further and stronger partnership links with the other intermediary groups.

Attached is copy of the first draft taken from a proposed joint business plan for ACVS and VC which sets a clear path for strong and active sector support. (*n.b. first produced for TSSG, but not universally adopted*)

Argyll and Bute



Community Planning Partnership



Regeneration Outcome Agreement



2007 - 2008



Argyll and Bute Council CPP ROA Annual Report 2007

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Foreword By Cllr George Freeman, Chairman, Argyll & Bute Community Learning & Regeneration Strategic Board

Building Strong, Safe Attractive Communities

- Dunoon Link Club
- Campbeltown Link Club
- Dunoon Community wardens and Community Reps
- Dunoon Skatepark

Getting People Back to Work

- Step Up Project, Bute
- Kintyre Recycling, Campbeltown

Improving Health

- Ethos Project, Helensburgh
- Lunch Club, Bute
- Stepping Out, Bute
- Cowal Elderly Befrienders, Dunoon

Community Engagement

- Older Voices, Bute
- Community Learning & Regeneration Conference 2008, Oban, which had presentations from community projects, including Dunoon Music project, and from Community Reps in all the regeneration areas



REGENERATION OUTCOME AGREEMENT ANNUAL REPORT 2007/2008

INTRODUCTION

This report has been produced in accordance with guidelines issued by the Scottish Government in February 2008. Accordingly, the report has been streamlined to cover progress, largely, in respect of outcomes, community engagement and financial information. However, in order to celebrate some of the successes of the funding over the last three years it was decided to complement this report with a DVD which gives a visual and verbal interpretation of how funds have been used to improve and develop the communities thus allowing the Scottish Government and partner agencies to hear directly from local communities.

The Community Regeneration Fund has largely been focussed on the nine data-zones shown below which were identified in the Scottish Index of Multiple Deprivation (2004) as being within the 15% most deprived in Scotland.

- **Dalintober/Millknowe** in Campbeltown (Datazones SO1000716 and SO1000717)
- **Ballochgoy** on Bute (Datazones SO1000731 and SO1000732)
- **Ardenslate, West Milton and the Glebe** in Dunoon (Datazones SO1000748, SO1000749 and SO1000752)
- **Kirkmichael/Craigendoran** in Helensburgh (Datazones SO1000767 and SO1000770).

The SIMD 2006 identified a new data zone (S101000815 Glencruitten in Oban) and as a result a small amount of funding was allocated to the area in 2007/08.

The Argyll and Bute Regeneration Outcome agreement is distinct in that the CRF covers a wide geographically dispersed area with relatively small data-zones and has also been thematically targeted on the elderly and children with disabilities in South Kintyre, Bute and Dunoon.

Section One: Regeneration Outcome Achievements

Section One (Appendix A) details the twenty-five regeneration outcome agreement indicators and targets under the priority themes listed below and the progress made by each of the regeneration areas in the final year of the three year ROA programme.

- Building Strong Safe attractive Communities (6)
- Getting People Back to Work (6)
- Improving health (8)
- Supporting Community Engagement (5)

As stated in previous reports one of the drawbacks of small data zone areas is that in many cases national statistics cannot be used to provide baseline information and household surveys have therefore been commissioned to provide details at a local level. A household survey was commissioned early in 2007 which provided information for last year's annual report however, it was not deemed acceptable to commission another survey in 2008. Achievements have however been noted, and these are generally positive.

As an example, the current economic situation is such that jobs in the regeneration areas are increasingly hard to come by and so the number of people accessing employment through our efforts would be small. However the work that is done in improving self esteem, improving life skills, generally preparing people for work and encouraging them to seek opportunities should be recognised as interim outcomes.

Some areas of multiple deprivation have seen significant physical changes in their communities. Major housing developments in Campbeltown (demolition) and Bute (rebuilding) are making a real visual impact. Nonetheless, unemployment continues to be a major issue, as does the lack of childcare, so much work needs to carry on in partnership to ensure community needs continue to be met.

In Dunoon, smaller projects have had a similar visual impact on communities. Small pockets of funding have enabled the painting of fencing in the Glebe area (a project that also provided employment through the employability team); spray-painting of the skateboard park for and by young people; and involvement of children in planting out flower containers, in conjunction with the local Community Wardens. Small projects can make a big impact and create a real sense of community achievement.

Not so visible to the community is the issue of domestic abuse. As with national statistics, the numbers continue to rise in Argyll and Bute, with particular increases in the Helensburgh area. Women's Aid is making significant moves to address this, and the new housing development in Campbeltown will have barrier-free hostel accommodation. This is a major achievement in partnership working, and will hopefully offer much needed support in the community. Whilst at first this rise in numbers could be seen as disappointing, it should be recognised that it can also be attributed to changes in expectations from those coming forward as they recognise the improvement in the services and support they will receive.

COMMUNITY ENGAGEMENT

National Standards of Community Engagement

Each year the local Area Development Groups carry out an exercise to score the perception of Community engagement. The results from these exercises have been very positive with partners reporting high scores on each of the National Standards.

Community Learning and Regeneration Conference March 2008

Argyll and Bute has a good reputation in terms of community engagement. A feature of community engagement which is becoming an annual event is the Community Learning and Regeneration (CL & R) Conference. At the end of

March 2008 a two-day conference was held in Oban with the following specific objectives:

- a) To consider the changes in the political and policy environment since the last conference: In particular to explore the implications of:
 - * Single Outcome Agreement
 - * Fairer Scotland Fund
 - * Future Funding Options
- b) To discuss the Community Learning and Regeneration Strategy 2008 – 2011 and in particular, to review the proposed action plan with a view to identifying responsibility for taking forward various priorities.
- c) To outline progress on the Deprivation Study and consider next steps.
- d) To review a range of examples of good practice from within Argyll and Bute.
- e) To exchange views with partners from other areas in the Highlands and Islands and identify issues for mutual cooperation.
- f) To consider options for future structures; taking account of the review of previous structures; taking account also of the fact that the next stage will probably be transitional given all the changes currently taking place; and, finally taking particular account of the role of the Third Sector, and Social Enterprise in any future structures.

The Conference was well attended with over 80 participants on each of the two days. Throughout the conference presentations of good practice were given by community representatives in each of the regeneration areas and from projects supporting the elderly in Cowal and families of children with disabilities in Campbeltown. Funding was used prior to the event to commission presentation skills training for the community representatives which raised confidence and allowed them to produce good quality presentations of which they justly felt proud. These presentations were very well received and considered a highlight of the conference.

It is envisaged that an annual Conference will form a key part of any new structures put in place for the Fairer Scotland Fund providing the opportunity to engage community representatives in detailed discussion over key issues and so giving them more influence over strategic direction.

Strategic Representatives Forum and Local Community Representative Forums

The Argyll and Bute Community Representative's Forum continues to meet on a quarterly basis prior to meetings of the CL & R Strategic Board. This allows local issues to be discussed and if considered necessary are put on the agenda for the CL & R Strategic Board. The forum has been a huge benefit in terms of networking and the sharing of good practice. The group has also undertaken joint training and study visits, for example, a visit was arranged by the A & B Council Police Liaison officer to the Police Call Centre, Govan, to allay concerns raised by the community representatives regarding the negative attitude to the new call centre system. This group is in the process of establishing itself as an independent constituted group in the hope of attracting financial support to develop

its role. The local forum in Campbeltown is a recognised charity and is registered with OSCR. In some of the areas Local community forums have been established with open days being held to encourage more community participation

Third Sector and Social Enterprise

A large number of third sector organisations benefited from Community Regeneration funding, which recognises community ownership and empowerment. Development of the third sector and of social enterprise in particular, is a high priority for the future. The experience of CRF will influence future spend from the Fairer Scotland Fund, and future structures, to enable this to progress successfully.

Social enterprise has become a national and a local priority, and Argyll & Bute Social Enterprise Network has been instrumental in supporting new and existing social enterprises, and publicising good practice. Their conference and trade fair in January 2008 included a “Dragon’s Den”, which had 60 attendees and participants, and produced a winner, in the “New and Emerging Social Enterprises” category, from the regeneration area of Dunoon. Two young men aged under 25, made a much applauded presentation on Dunoon Music Project, and have since presented again at the Community Learning & Regeneration Conference held in Oban in March.

SECTION 2 - FINANCIAL COMMENTARY

The financial commentary (Appendix B) has a detailed breakdown of spend, and also shows where the Community Regeneration Fund has levered in additional funds from partners, agencies or external funders.

The CRF allocation to the Argyll and Bute Community Planning Partnership in 2007-2008 was £982,002 with an allocation for Community Voices of £77,845. The total expenditure in 2007/08 was £1,054,796. This funding has been matched with Partnership funding, including in-kind, of £1,173,775. Table 1.1 (Column 1) shows the number of programmes/projects that have been supported. Due to the relatively small amount of funding that goes to each of the areas, many voluntary groups and projects would not progress without the support of staff employed through community regeneration funding or without the support of the many partner agencies who work together at a strategic and local level in an effort to meet the needs of the community. All funding was focussed on the Regeneration Outcome Agreement priorities with the highest level of spend on Improving Health. Health projects have supported all ages - groups supporting elderly befrienders and children with disabilities; a variety of themes – healthy eating, and exercise; and the all-encompassing Healthy Living Initiatives. Some of the projects funded through the Community Support Network have achieved mainstream funding, thus ensuring future sustainability.

More Choices More Chances (Young People Not in Education, Employment or Training – NEET)

The allocation for More Choices More Chances was £131 250 (which includes a carry forward of £56,250 from 2006/07). In the main the funding was concentrated on the ‘hot spot’ areas of Campbeltown, Dunoon, Helensburgh, Oban and Rothesay. Two different approaches saw the establishment of a Challenge fund; with spend of approximately £80,000 to put in place large projects targeting

programmes such as Breakthrough to Excellence and Transition Mentoring for School leavers. In addition, £4000 was allocated to each of the local implementation groups areas for small local projects and interventions based on their own knowledge and experience of need.

Management and Structures

The CRF programme continues to be managed by a Community Learning and Regeneration Partnership Strategic Board, and by local Area Development Groups (ADGs) in each of the SIMD areas. This enabled the continuation of the good practice of community engagement and participation to be developed at local and strategic level.

In order to achieve more sustainability, the ADGs have been working towards becoming incorporated as limited companies with charitable status, thus enabling them to generate additional funds and to sustain their activities. Most areas are now widening their geographic remit to fit with the new Fairer Scotland Fund principles, and to encourage wider local participation in community planning processes.

The structures established for the CRF are now being built upon, to strengthen community planning locally and strategically. Work in partnership with health bodies is leading to closer co-ordination strategically and locally. Proposals are now progressing to link the Fairer Argyll and Bute Plan to the Joint Health Improvement Plan, and also to link together the processes used for the Fairer Scotland Fund and the Health Improvement Fund, recognising the common factor of inequalities. Thus community regeneration funding for partnership work is proving to have a sustainable influence on joint work and structures.

The Argyll & Bute CPP has been in receipt of Community Regeneration Fund for three years, and in that time has seen many improvements in local communities and at strategic level, in tackling issues of deprivation and inequalities, as well as in partnership work and community engagement. The Community Regeneration model of community engagement, now identified as good practice, will be used in further developments with the Fairer Scotland Fund and for local community planning.

Conclusion

In conclusion, the Community Regeneration Fund has provided invaluable financial support. But equally important are the partnerships that have been strengthened as a result of this funding, and the community participation that has evolved and continues to develop individuals and build capacity in communities. The Fairer Argyll & Bute Plan will ensure that work will continue to further develop processes and structures to enable communities to overcome deprivation in partnership throughout Argyll & Bute. In a report this size it is not possible to give justice to all of the work that has been undertaken by statutory agencies, the third sector and community representatives whose support and commitment has ensured the success of the programme but thanks are noted to all of them and to Communities Scotland.

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COMMUNITY PLANNING PARTNERSHIP**MANAGEMENT COMMITTEE****ARGYLL AND BUTE COUNCIL****3 SEPTEMBER 2008****CHIEF EXECUTIVE'S UNIT / POLICY AND STRATEGY**

ARGYLL AND BUTE CLIMATE CHANGE DECLARATION

1. SUMMARY

At the Management Committee meeting held on 14 May 2008, all partners were asked to agree to sign up to the Scottish Climate Change Declaration which Argyll and Bute Council, and all other Scottish local authorities, have signed up to.

Partners were also asked to share good practice on combating climate change. This report summarises the responses that Policy and Strategy have received from Community Planning Partners.

2. DETAIL

There was a relatively low response from Community Planning Partners. A total of nine responses came from HIE, Strathclyde Police, Scottish Enterprise, SNH, HITRANS, Strathclyde Fire and Rescue as well as 3 separate responses from Council departments.

HIE indicated that although they remain very supportive of the Declaration, they are not in a position to sign the Declaration immediately. HIE have looked at the carbon footprint for 2006/07 and are updating this to reflect 07/08 and 08/09 operations. The study will inform future emissions reduction plan and targets. HIE have indicated that they would like to delay signing the declaration until next year at which stage they will have a better understanding of how their emissions are generated.

HITRANS have done key work in promoting Travel Planning with organisations with the main focus so far on Health and Council activities. The aim is to widen the introduction of travel planning across the region in the public and private sector. A car sharing website covering each of the HITRANS Council areas, including Argyll and Bute has been launched at www.ifyoucareshare.com. The site not only focuses on promoting sharing of journeys to work but also journeys to events, meetings and appointments.

SNH have shared their approaches with partners as per email sent by Andrew Campbell on 4th August 2008. SNH have published an Environmental Management Policy, an Environmental Management Programme and a Green Office Plan which is signed off by local managers. Examples of the Green Office Plan can be found in Appendix 1.

Strathclyde Police identified several areas in which they are demonstrating good practice in combating climate change. Further information on the key steps that Strathclyde Police are practising can be found in Appendix 2.

Strathclyde Fire and Rescue (SFR) stated that they ensure they fit with policies of the local authorities they work in and also with national agencies such as SEPA. SFR is considering the environmental effect that they have as a result of incidents, for example, cleaning away diesel after incidents.

Community Services, Argyll and Bute Council responded to the request that partners share good practice. The Supporting People team have stated that they will engage with existing service providers to develop environmentally friendly practice.

In undertaking delivery of the Capital Programme/Asset Management, the Council is striving to make buildings more efficient. The development of sustainable, energy efficient housing is a key objective that is pursued with RSL partners and the Scottish Government. There has also been an introduction of vehicle tracking to most of the Community Services transport fleet with a view to maximising efficiency.

Development Services have confirmed that they are a partner in the car sharing website identified by HITRANS.

3. CONCLUSION

This report summarises the actions that Community Planning Partners are undertaking to combat the issue of Climate Change. Partners are taking some steps to combat Climate Change although due to the low level of responses, there appears to be a need for the remaining partners to publicise any areas of good practice that can be shared before all partners in Argyll and Bute's Community Planning Partnership can sign the declaration.

Further details:

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GREEN OFFICE PLAN FOR: APPROVED BY (Unit Manager)	OFFICE	for (year) 2007/2008 on (date)
<p>THESE LOCAL ACTIONS WILL DELIVER OUR THREE ENVIRONMENTAL MANAGEMENT POLICY AIMS:</p> <ul style="list-style-type: none"> · AIM 1 : We shall manage our resources more sustainably · AIM 2 : We shall reduce the carbon dioxide emissions from our own operations · AIM 3 : We shall make our corporate processes and programmes more sustainable. 	<p>Who has local lead in this Office?</p>	<p>Progress and comments</p>
<p>PAPER USE REDUCTION - SNH TARGET is "Each Office achieves local targets to reduce paper use"</p>	<p>Local target =</p>	<p>XX reams of paper used each quarter</p>
<p>AVOID</p>		
<p>Avoid printing emails - especially very short ones.</p>		
<p>Circulate one copy of common documents instead of printing multiple copies.</p>		
<p>Print only pages that you need - not whole document.</p>		
<p>Edit (e.g. add comments or track changes) onscreen, rather than printing out.</p>		
<p>Save documents and emails into Objective, rather than as paper files (unless legally or otherwise essential).</p>		
<p>Print 2 pages onto one sheet.</p>		
<p>REDUCE</p>		
<p>Set all PCs, printers and copiers to default to double-side printing (where available).</p>		
<p>Make Word documents fit onto fewer pages (avoid lines hanging onto new pages, shorten text and gaps etc).</p>		
<p>Make Excel documents fit onto fewer pages (reduce scaling, make margins smaller, delete/clear empty pages etc).</p>		
<p>Print drafts onto single-sided used paper.</p>		
<p>Put single-sided used paper into the Fax machine as standard.</p>		
<p>Save single-sided used paper for reuse as scrap pads or comb-bound as notebooks.</p>		
<p>Reuse any single-sided bound reports as notebooks.</p>		
<p>WASTE MINIMISATION - SNH TARGET is "Each Office achieves local targets to minimise waste"</p>	<p>Local target =</p>	<p>XX Litres of solid wastes each month</p>
<p>Agree local targets to reduce total waste and specific types of waste.</p>		
<p>Record monthly quantities and types of waste.</p>		
<p>Use solar or mains power instead of battery power (for desk equipment e.g. calculators).</p>		
<p>Use rechargeable batteries are used instead of disposable batteries.</p>		
<p>Specify products that are repairable, refillable to reduce disposable items.</p>		
<p>Encourage suppliers to take back any packaging where they have reuse or recycling facilities).</p>		
<p>RECYCLING - SNH TARGET is "80% recycling of solid wastes"</p>	<p>Local target =</p>	<p>XX% recycling of (named materials)</p>
<p>Agree local targets to increase total recycling and specific types of materials.</p>		
<p>Record monthly quantities and types of materials recycled.</p>		
<p>Check what is NOT being recycled to ensure that you are recycling all of each material that you can recycle</p>		
<p>Office has clearly-labelled recycling containers for ALL types of waste that can be locally recycled or sent elsewhere for recycling (e.g. paper, card, glass, cans, plastic, batteries, CDs, compostables).</p>		
<p>Staff do not have individual bins at desks, but put each waste type in recycling points in the office.</p>		
<p>All printer and copier cartridge containers are recycled.</p>		
<p>Office has a waste contract which requires contractor to recycle 80% of waste.</p>		
<p>Office has and uses a compost bin, with compost 'caddies' in kitchens OR has other ways of composting.</p>		
<p>ENERGY USE REDUCTION - SNH TARGET is "Each Office achieves local targets to reduce energy use"</p>	<p>Local target =</p>	<p>XX kWh/month (heating) XX kWh/month (other energy)</p>
<p>Record monthly energy readings and/or fuel delivery information.</p>		
<p>Identify where and when (e.g. evenings, weekends) there is high energy use and potential efficiencies.</p>		
<p>All staff switch off their monitors when not in use (>10 minutes).</p>		
<p>All staff switch off PCs at lunchtime/out of office (>1 hour) and at night.</p>		
<p>Set all PCs to energy saving modes.</p>		
<p>All staff switch off lights when not needed (where motion and light level sensors are not fitted).</p>		
<p>External lights are switched off during daylight hours (if no timers or daylight/motion sensors).</p>		
<p>Set all printers and copiers to energy saving modes OR all staff reset machine to standby after use.</p>		
<p>All printers, copiers and other electrical equipment is switched off at night (except 'always on' equipment).</p>		
<p>Could include fax machines, which can store messages.</p>		
<p>Staff use heating controls properly (timers, thermostats, Thermostatic Radiator Valves).</p>		
<p>All water heaters are switched off over the weekend, and - if possible - overnight.</p>		
<p>BIODIVERSITY - SNH TARGET is "Office Biodiversity Action Plans are in place and have been implemented"</p>	<p>Local target =</p>	<p>Have BAP for this office</p>
<p>Complete a biodiversity assessment for this property and grounds.</p>		
<p>Identify actions to enhance biodiversity of this property and grounds and to enhance local biodiversity knowledge.</p>		
<p>Carry out actions to enhance biodiversity of this property and grounds and to enhance local biodiversity knowledge.</p>		
<p>REDUCING ENERGY-RELATED CARBON - SNH TARGET is "Each Office achieves local targets to reduce energy related carbon emissions"</p>	<p>Local target =</p>	<p>Reduce carbon emissions to XX kg CO2/quarter</p>

INFO	Agree local targets to reduce energy-related CO2 emissions.		
ACTION	Actively encourage appropriate installation of on-site renewable generation of electricity or heat.		
REDUCING TRANSPORT-RELATED CARBON	SNH TARGET is "Each Office achieves local targets to reduce transport-related carbon emissions (by 10% by 2009-2010 from 1999-2000 levels)".	Local target =	Reduce carbon emissions to XX kg CO2/quarter
	(Carry out staff travel survey of current and potential travel modes.		
TRAVEL PLANS	Agree local targets to reduce travel-related CO2 emissions - e.g. (for Travel to Work) numbers of cars, numbers using public transport, numbers walking/cycling and (for Work Travel) pool car miles, private car miles, train/ bike/walk journeys, air journeys, LPG use, pool car mpg.		
	Monitor and manage pool fleet information - mileage, mpg, use of LPG.		
CAR SHARE	Provide basic information on car sharing - what it is, benefits to individual, to SNH to the environment, and how it can work at this office.		
	Match staff home locations to potential car-sharers in their area		
	Establish emergency 'get you home' arrangements - use of pool car is permitted.		
	Make flexible working arrangements to suit car sharing.		
BUSES, TRAINS, BIKES, WALKING	Make flexible working arrangements to suit public transport times.		
	Make Bus and Train timetables to this location available to all staff - via all formats (hard copies in reception, maps and displays).		
TO WORK	Help staff to buy bus/train season tickets.		
	Provide cycle and walking routes & maps of the area for all staff, showing distances and journey times.		
	Staff know about SNH support for staff to buy bikes (interest-free loans, cycle to work scheme).		
	Support bike self-help (e.g. Bicycle Users Groups, bike buddies, bike maintenance, adult cycle proficiency).		
	Support working from home or occasional working at home where operationally feasible.		
AVOID WORK TRIPS	Use videoconference equipment instead of travelling to meetings.		
	Always share pool cars where staff from this office are travelling to same destination.		
	Arrange sharing of pool cars with staff from other offices for all or parts of journeys to meetings.		
	Arrange start and finish times of meetings to suit staff from all offices attending.		
GREEN TRAVEL MODES	Make bus, train and ferry timetables to frequent destinations available to all staff - via all formats (hard copies in reception, maps and displays, links to timetables in Intranet/Objective).		
	Provide walking and cycle routes & maps from location to likely partner/common destinations for all staff.		
	Support staff to use pool bikes (with protective equipment, and cycle maps if available) for work travel.		
	All staff to avoid mainland UK air flights and use alternatives (esp. train). No flights purely within mainland Scotland to be authorised.		
	All staff are trained to use LPG as default fuel (for offices with LPG cars).		
	All staff to use LPG for all journeys and fill up with LPG (for offices with LPG cars).		
GREENER DRIVING	Buy biodiesel where available (for diesel car)		
	Specify pool vehicles to match intended use and which achieve: high average mpg, smallest size necessary, cleanest fuel, lowest CO2 emissions.		
	Remove all unnecessary weight and roof-racks from cars. Ensure tyres are fully pumped, Avoid use of air-conditioning in cars.		
	Drive within speed limits at all times, leaving enough time for travel.		
VISITORS	Information is available for visitors to this location on public transport, cycling and walking access.		
PROMOTING SUSTAINABILITY	SNH TARGET is "Each Office achieves the locally agreed targets (to deliver the corporate objectives) as set out in their 'Green Office Plan'."	Local target =	Achieve 'Green' scores for all local targets each year
	All staff are aware of local Greening measures they need to do.		
	Greening Representative or Greening Team are active.		
	Local induction for staff new to this office includes local sustainability priorities.		
	Appraisal of staff performance takes account of compliance with Green Office Plan.		
	Work with other organisations to develop shared sustainability action via Community Planning Partnerships		
	Sustainable management of the natural heritage is promoted to other public bodies, partners and the public.		
PROCUREMENT	SNH TARGET is "Sustainability criteria are included in procurement contracts".	Local target =	All purchases and contracts let by staff in this office include sustainability criteria
	Sustainable criteria are included in all procurement contracts (initially those with a value of £10k or more).		
	Assess whether NEW goods and services are actually NEEDED		
	All local purchasing decisions include sustainability criteria, based on whole life costs (purchase, running costs, consumables and disposal).		
	Staff and Board members will use GTBS accommodation for work-related needs, where available and appropriate.		
	Sustainable (e.g. fair-trade, organic, seasonal, healthy) options are offered where SNH provides food and drink.		
	Recycled options are specified wherever possible (esp. writing paper, toilet & cleansing papers and toner cartridges).		
	(Office supplies and consumables are bought from 'green' or 'environmental' sections of suppliers catalogues.		

Argyll and Bute Community Planning Partnership**Management Committee**
DATE: 3/9/08argyll and bute
communityplanningpartnership

Affordable Housing

1. INTRODUCTION

- 1.1** This report is to highlight the effect that the lack of affordable housing has on the recruitment and retention of key workers in the Argyll and Bute area. Particularly in relation to Emergency Services.

3. BACKGROUND

- 3.1** The availability of police housing has diminished over the years. Officers now request the option to be provided with the opportunity to occupy a police house or to rent and/or purchase housing.
- 3.2** All police properties are in fact currently occupied, thus there is little scope to allow future applicants/recruits this particular facility.
- 3.3** In an effort to combat the short-term requirements, several police properties have been converted to barrack style accommodation which allows resettlement for officers for a fixed period. For example new recruits are offered "barrack" type accommodation for up to a period of 6 months. Rental or purchase is thereafter required to free up this accommodation for the future.
- 3.4** Discussion with other services highlight that the police are not alone in this particular issue. Other CPP partners highlight their concern.
- 3.5** Attracting workers to an area where the working population is forecast to decline is a challenge. There is definitely a willingness amongst key CPP partners to further explore this issue.

4. RECOMMENDATIONS

- 4.1** The recommendation is that the CPP consider this as an issue in need of further discussion and identify a number of key partners to further explore this and related issues.

For further information contact: Gordon Anderson Local Authority Liaison Officer, Strathclyde Police,

Telephone 01546 604157

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**Argyll and Bute Community Planning
Partnership****Management Committee
03rd September 2008**

Brand Argyll and Bute

1. SUMMARY

1.1 The Council has identified Marketing Argyll and Bute as a strategic priority in the Corporate Plan in line with the Government's Economic Strategy. A clear list of stakeholder groups should be identified and these stakeholders consulted with in order to build the brand in line with an agreed set of strategic development objectives for the area as a whole over the next three years. The Council seeks to take a partnership approach in carrying out this work in order to ensure that objectives from all relevant sectors and local areas are set and actions put in place to meet them.

2. RECOMMENDATIONS

2.1 That the Community Planning Partnership provides feedback on the proposed visuals for the brand (included) and considers including the 'brand Argyll and Bute' initiative in the CPP action plan.

2.2 That the Community Planning Partnership set up a time limited group to identify a list of key stakeholder groups from both sector specific and local area perspectives. It is recommended that a representative from the Argyll and Bute Agricultural Forum is invited to the time limited group to share their views, knowledge and experiences from the Food from Argyll pilot.

2.3 That the time limited group undertake research into the potential benefits of branding the area and establish the level of interest/buy in from the identified stakeholder groups.

2.4 That the time limited group develop a set of key strategic objectives as a result of consultation with relevant stakeholders and outcomes of market research in order to underpin the marketing strategy and build the Argyll and Bute brand.

3. BACKGROUND

3.1 Argyll and Bute as an area is not generally recognised as a geographical entity. Public perception by those outside the area readily identifies the Highlands and Islands, the Western Isles and the Northern Isles of Scotland, but does not perceive Argyll and Bute as part of that area. However, the constituent parts of Argyll and Bute are world famous in their own right. Islay is internationally renowned for whisky, Macrihanish for Golf, Oban as the Gateway to the Isles and Mull has recently raised its profile as a result of wide TV coverage of sea eagles. These are just some examples.

- 3.2** Brand Argyll and Bute is a key action in the Argyll and Bute Council Corporate Plan however, this initiative will be of benefit to other organisations within the area and its development should take a multi-agency approach to ensure that all potential benefits are realised. A presentation will be made to the next area tourism partnership meeting in September to present the Brand idea there.

The Brand is proposed as an umbrella for existing partners, initiatives, businesses and places, supporting but not superseding them. It will serve to direct people to Argyll and Bute as a place, encouraging them to identify the area as somewhere with multiple attractions and opportunities.

- 3.3** The proposed strategy and marketing activities will be carried out in two phases. Phase one will focus on visitors and people we would like to attract into the area and phase two will focus on those who already live and work in Argyll and Bute.
- 3.4** As an early part of phase one, a vision proposal is complete and an overall draft strategy completed. The early stages of brand design have been undertaken and a successful pilot has been carried out by the 'food and drink' sector, led by the Agricultural Forum, which has been well received by the producers, the public, specialist and local media and the Scottish Government.
- 3.5** Feedback from the food pilot should be used and incorporated into further development of the Argyll and Bute brand.

4. CONCLUSION

- 4.1** The development of an Argyll and Bute 'brand' is a significant exercise, which should involve a wide range of partners in both the public and private and voluntary sectors. Although the Council is leading on the development of this brand, a multi-agency approach is key to ensuring that maximum buy-in is achieved and maximum benefits are gained from the initiative.

Marketing consultancy and activity is high cost and significant consultation is necessary in order to ensure long term success. There are a large number of different niche markets across Argyll and Bute, from tourism to food and drink, from leisure and the arts to marine science. The process of bringing all of these together to be promoted under one umbrella banner will be a complex task. It relies on the development of long term positive relationships between sectors and should be well planned and thought out in generic terms as well as for each specific sector.

For further information contact: Carys Wynn-Mellor

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Governance Arrangement In Respect of Children's Services

1. INTRODUCTION

- 1.1 This report provides an update following the report submitted to the Partnership in April 2008. The issue identified at that time was a need to consider the current governance arrangements for children's services and the implication that any change may have for the role and function of the Health and Social Care Partnership.

2. CURRENT POSITION

- 2.1 As noted in the report to the partnership in April, the historical development of separate approaches to the development of adult and children's services at a national level has led to distinctive approaches being taken in each of the two sectors. In adult services this was initially led by the Joint Future initiative and included an explicit commitment to structural change within organisations along with the creation of pooled and joint budgets.
- 2.2 For children's services the policy at national level was to improve joint working but without any indication of the need for structural change of the type envisaged with adult services.
- 2.3 Consequently, distinct processes have developed within Argyll and Bute with adult services being overseen by the Health and Social Care Partnership and children's services by Argyll and Bute's Children. (see Appendix 1)
- 2.4 There are a number of distinctions between the two groups with two in particular highlighting the differences between the types of approach historically developed. Firstly the Health and Social Care Partnership has formal representation from elected members and senior corporate officers from NHS Highland and the Council and acts as a conduit to decision making fora in both NHS Highland and the Council. By contrast Argyll and Bute's children is officer led from within the services and does not have so well established links to formal bodies within the two authorities.
- 2.5 The second distinction between the approaches reflects the range of membership in the groups with the Health and Social Care Partnership being made up of Social Work/NHS/Voluntary

sector and Argyll and Bute's Children having a wider membership group including: Education; Scottish Children's Reporter Administration and Strathclyde Police as well as Social Work, Health and the Voluntary sector.

3. **WAY FORWARD**

3.1 An initial scoping exercise has been undertaken to consider possible future developments in this area. This scoping has identified three possible options: firstly leave arrangements as they are; secondly reconstitute Argyll and Bute's Children along similar lines to the Health and Social Care Partnership; thirdly establish a joint strategic forum for both adult and children's services. Possible advantages and disadvantages of the three models are considered below.

1. *Allow Current Arrangements To Continue*

This option has the advantage of involving minimum disruption at a time of major change elsewhere. This continuity assists in allowing a focus on service improvement avoiding time and resources having to be diverted to planning and implementing structural changes. It does however leave the issue of formal governance arrangements within children's services largely unchanged, relying on the senior officers involved to ensure that decision making bodies within host organisations are kept informed and involved in service developments.

2. *Reconstitute Argyll and Bute's Children Along the Lines of the Health and Social Care Partnership*

This model has the advantage of creating compatible decision making processes between adult and children's services. But has the disadvantage of being resource intensive with a potential accusation of duplication given that membership of the two groups will contain a number of the same people. It may also open up a gap in children's services between the new group and the three existing thematic groups creating the need for a further operational or implementation group similar to the JIG to be established.

3. *Establish a Joint Strategic Forum*

This has the advantage of one group having the focus for the development of the entire range of 'services to people' and is more likely to be sustainable than trying to achieve consistent commitment to the two parallel groups in option 2. It would however require fundamental change and may

mean that the Health and Social Care Partnership is formally disbanded to allow for the creation of the new group along with the creation of a new membership and constitution. This approach is also likely to require two operational/implementation groups below the strategic group – one each for adult and children’s services similar to the role currently filled by the Joint Implementation Group and Argyll and Bute’s Children.

The extent of the changes involved in this option would require considerable investment, at least in the short to medium term if the new arrangements are to be successfully embedded.

4 **CONCLUSION**

4.1 The governance arrangements for integrated children’s services have not, so far, thrown up insurmountable difficulties. However they rely to a significant degree on individual officers ensuring that issues are brought appropriately to the attention of host agencies to ensure acceptance of, and compliance to, proposed service changes.

Initial consideration of this issue has identified three potential future options. Each of these has its own merits and potential drawbacks. In looking to take this forward there may be benefit in further discussion within the Health and Social Care Partnership and Argyll and Bute’s Children to seek comment from all interested parties with a view to achieving a consensus as to the preferred future option.

5. **IMPLICATIONS**

Policy:

Financial:

Legal:

Personnel:

Equal Opportunities:

Director of Community Services

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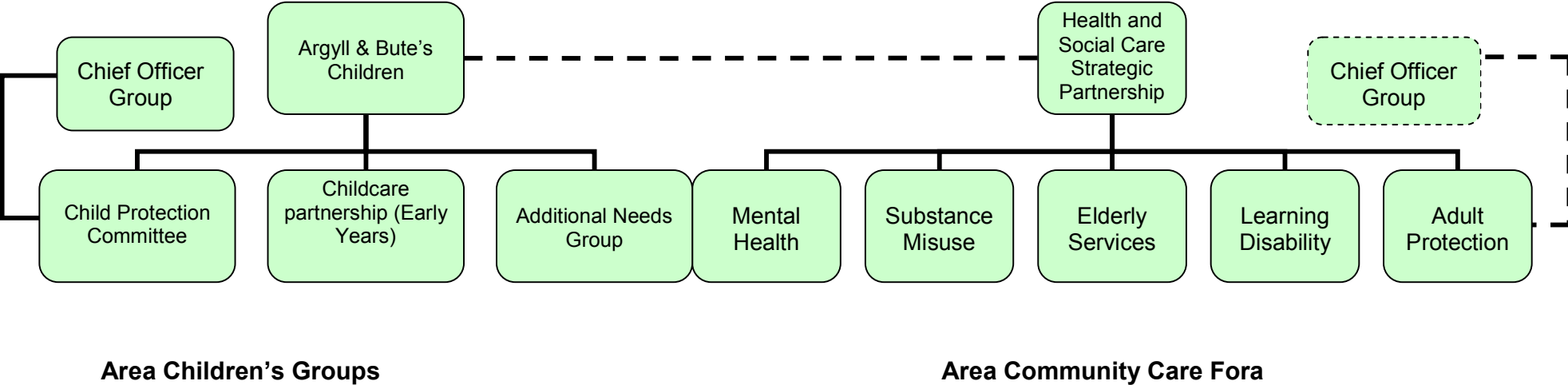
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Community Planning



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