

# Public Document Pack

## ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP

25 February 2009

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **WEDNESDAY, 4 MARCH 2009** at **10:00 AM**.

Refreshments will be available from 9.45 am

A buffet lunch will be available at 12.30 pm

### AGENDA

1. **WELCOME AND APOLOGIES**
2. **MINUTES OF THE FULL PARTNERSHIP MEETING HELD ON 4 JULY 2008**  
(Pages 1 - 6)
3. **MINUTES OF THE FULL PARTNERSHIP MEETING HELD ON 28 NOVEMBER 2008** (to follow)
4. **MATTERS ARISING**
5. **UPDATE ON PREVIOUS MANAGEMENT COMMITTEE MEETINGS - RAYMOND PARK**
  - (a) Minute of 9 July 2008 (Pages 7 - 14)
  - (b) Minute of 3 September 2008 (Pages 15 - 22)
  - (c) Minute of 29 October 2008 (Pages 23 - 28)
6. **CPP CONSTITUTION - EILEEN WILSON**  
(Pages 29 - 38)
7. **PARTNERSHIP ISSUES**
8. **SINGLE OUTCOME AGREEMENT**  
(Pages 39 - 46)
9. **COMMUNITY ENGAGEMENT STRATEGY**  
(Pages 47 - 68)
10. **ARGYLL AND BUTE MENTAL HEALTH RE-DESIGN UPDATE - UPDATE PRESENTATION BY DEREK LESLIE**

**11. AOCB**

**12. DATE OF NEXT MEETING - 17 JUNE 2009 - COUNCIL CHAMBER, KILMORY**

**Present:**

Councillor Dick Walsh (Chair)  
Andrew Campbell, Scottish Natural Heritage  
Fred Hall, Strathclyde Police  
Eileen Wilson, Argyll & Bute Community Planning Partnership  
Brian Barker, Argyll and Bute Council  
Nigel Stewart, Argyll and Bute Council  
Andy Law, Argyll and Bute Council  
Roanna Taylor, Argyll and Bute Council – Young Scot/Dialogue Youth  
Carl Olivarius, Argyll and Bute Council  
Neil Francis, Scottish Enterprise  
Sue Gledhill, HIE  
Ramsay Grey-Stephens, Youth Focus  
Douglas Cowan, HIE

Geoff Calvert, Strathclyde Fire and Rescue  
Alan Murray, SPT  
Alex Robertson, Communities Scotland  
Derek Leslie, NHS Highland  
Jim McCrossan, Community Learning and Regeneration  
Shaun Johnson, Youth Focus  
Ray McIntosh-Wally, Employability Team  
Ann Campbell, NHS Highland  
David Penman, Strathclyde Fire and Rescue  
Gordon Donaldson, Forestry Commission Scotland

**Apologies:**

Alison Bennett, Scottish Enterprise  
Michael Breslin, Argyll College  
Elaine Garman, NHS Highland  
Jim Frame, SEPA  
Hughie Donaldson, I@tE  
Alan MacDougall, Fyne Homes

Cllr George Freeman  
Cllr Duncan McIntyre  
Ian MacFadyen, Argyll and Bute Council  
John Reid, Job Centre Plus

**1. WELCOME**

Councillor Dick Walsh welcomed everyone to this meeting, in particular Neil Francis from Scottish Enterprise, Douglas Cowan from HIE who was also congratulated on his promotion, Sean Johnson and Ramsay Grey-Stephens both from Youth Focus and Ray McIntosh-Walley from the Employability Team.

**2. MINUTES OF THE MEETING HELD ON 14<sup>th</sup> March 2008**

The Minutes of the meeting held on 14<sup>th</sup> March 2008 were accepted as an accurate record.

**3. MATTERS ARISING**

**Sustainability Seminar**

It was noted that the agenda has been moving along with the Fairer Scotland Fund taking the lead on this.

**Citizens Panel**

There will be a presentation from Hexagon at the CPP Management Committee Meeting on Wednesday 9 July. The Panel has been refreshed with comments and considerations being submitted to Hexagon.

**Migrant Workers**

This will be reported back at the CPP Management Committee in September.

**4. UPDATE ON MANAGEMENT COMMITTEE MEETING**

Derek Leslie gave updates, for his first time at the Full Partnership, on both Management Committee meetings.

**Hexagon**

Will be presenting to the Management Committee on 9 July.

**Single Outcome Agreement**

This reached a crescendo by 19 March but progress had been well informed of and Christina West did a presentation on the engagement of Communities in the health service and redesign, which the CPP continue to support.

**Community Learning and Regeneration**

Presentation by Martin Turnbull outlining links with Fairer Scotland Fund. FAB Plan is ongoing.

**Climate Change and Population Change**

Feedback is to be provided to Stephen Colligan

Brian highlighted to the partners that Citizens Panel can be used with focus groups who can then report back to Hexagon where a panel will be selected. Any partner can use this.

## 5. SINGLE OUTCOME AGREEMENT – verbal update by Brian Barker

A verbal update was given by Brian Barker, advising the meeting that the final of the Single Outcome Agreement had been submitted to the Scottish Government on 27 June 2008. The feedback from the Scottish Government on the agreement had been mostly positive and the only changes suggested were to the wording of the document. These changes had been accommodated.

Brian then spoke on how the next issue would be the process and pulling together of the next Single Outcome Agreement for the end of March 2009. Brian suggested that this be given more thought and brought back to the Management Committee in September.

### **Action: Brian Barker to report to the Management Committee on 29 October**

It was agreed that Brian be congratulated for the amount of work committed to the Single Outcome Agreement in the time given.

Andrew Campbell then commented on how the document had been of much interest to him and wondered what the thoughts of the new Chief Executive of Argyll and Bute Council would be. He added that key priorities for the next agreement need to be set.

Dick Walsh asked that the partners recognise how a huge amount of work on the Single Outcome Agreement has been achieved over a short period of time and that this forms a major part of governance for Scotland and challenges for all.

## 6. ACTION PLAN UPDATE

Eileen circulated a report to the partners along with a verbal update on the Action Plan. Eileen then advised the partners that this report was for information only and that feedback was welcomed from the Partners. Eileen added that the report was a narrative on what is happening and that once finalised that the report will go on to the Management Committee on 9 July and then be posted to the website.

Brian highlighted that this report had, historically, been a stand-alone report but going forward may be combined with the Single Outcome Agreement.

### **Action: Paper noted**

## 7. YOUTH FOCUS

Roanna Taylor spoke to the meeting on the outcome of the Youth Focus group. She reported that this went very well and there was a good mix of ages from the Argyll area.

Roanna added that this first meeting was purely an introduction to Youth Focus and that future meetings will be more theme based.

Dick Walsh agreed and commented that he was very impressed with the numbers in attendance and the enthusiasm shown.

Brian contributed by adding that Martin Turnbull should be asked to come forward on how the young people involved in the Youth Focus group will be managed.

### **Action: Noted and report back to Management Committee 29 October 2008.**

## 8. ENTERPRISE COMPANY CHANGES

### **a) Joint presentation from Douglas Cowan and Neil Francis**

There was a joint presentation by Douglas Cowan, HIE and Neil Francis, Scottish Enterprise. Neil thanked the Partners and conveyed his pleasure in attending the meeting. There followed a short presentation on the Enterprise network, the new agenda and what the new objectives were.

Neil Francis began by putting the recent Enterprise Company changes in context.

Publication of the Government Economic Strategy had issued a challenge to the agencies to deliver growth in GDP

The overall purpose of the Strategy is to create a more successful country with opportunities for all of Scotland to flourish through sustainable economic growth.

The aim is to raise the GDP growth rate to the UK level and reduce emissions over the period to 2011.

The key sectors with growth potential in Argyll include tourism , renewable energy ,food and drink and life sciences. Scotland is currently underperforming in many areas such as innovation, investment and enterprise against its competitors particularly those in many Scandinavian countries.

Douglas Cowan then looked at the ways in which the enterprise companies will focus their activities to deliver the Government's Economic Strategy by:-

- Supporting high growth businesses. Those with potential for growth will be targeted. Out of the 500 identified across the Highlands and Islands between 70 and 80 will be in the Argyll and Bute area.
  - Creating the infrastructure and conditions to improve regional competitiveness
- In addition HIE will work to strengthen communities especially in defined fragile areas which represent around 13% of the overall area

To reflect the new focus minimum grant levels for capital projects will be £25,000 although in fragile areas this will be set at £5000. Discretionary start up funding will only be available for new businesses with high growth potential.

Business Gateway will continue to deliver services to small and medium sized businesses in Helensburgh and Lomond and Argyll and Bute Council is currently taking on this remit in the rest of the Argyll and Bute area.

HIE will also focus on a small number of Transformational Projects which have the potential to transform the economy such as the Argyll Marine Science Initiative and locally significant projects such as the work with The Loch Lomond and Trossachs National Park in the Dunoon and Cowal area.

Finally it was explained that the restructuring has been reflected in reduced resources being available to the two agencies with HIE now having 350 staff and a 2008-9 budget of £78m and SE having 1046 staff and a budget of £329m.

A lively question and answer session followed the presentation during which concern was expressed about a number of aspects affecting potential economic growth in the area including the capacity of some smaller businesses to afford the changes required to comply with new fire regulations.

New jobs were perceived by some partners to be needed but HIE explained that job creation alone is no longer the main priority for the agencies as the emphasis moves to increasing the number of higher value jobs

The links between economic growth and the Single Outcome Agreement were highlighted with all public agencies working together to deliver and support common aims.

The chair recorded his thanks to Douglas and Neil for their presentation

Dick advised that with regard to the Business Gateway that the Partners would be updated at a later date..

## 9. STRENGTHENING THE THIRD SECTOR

### a) Fairer Scotland Fund

Brian Barker gave a verbal update advising the Partners that a different way of providing support through the Fairer Scotland Fund to communities has been looked into and so far a good response has been had and that a steering group has been formed. He also advised that three meetings have been had so far with the third sector group and is coming together well and that there will be proposals by end of September.

He then added that the activities currently funded are for choices and changes. This involved the Community Learning and Regeneration fund and it needs to be identified what needs to continue and what needs to stop. It was agreed that the plan be presented before Christmas with regard to the funding process and where attention needs to be focused.

Jim McCrossan added that when the process is complete that other areas of need will be identified and that there is scope for fragile areas to be investigated.

Brian then referred to Eileen's handout, in particular the diagram at the back, and advised that the FAB Partnership will be focussing on one body for all and that this will be discussed at the CPP Management Committee on 9 July.

Ann Campbell then asked if the Children's Service Plan is part of the Fairer Scotland Fund and Brian responded that it is not wholly funded and is at 10 % funding.

**Action: Noted that this will be linked to Single Outcome Agreement next year.**

### b) Demonstration Project

Brian Barker gave a verbal update and copies of a background document had been circulated by Jim McCrossan. He explained the origins of the project and then went on to talk about how Social Enterprise is the key element within communities and that this should be a strong message. He also added how the focus is often on the failing areas and how we should also focus on the areas of success.

The presentation that was made by Dick Walsh was acknowledged by the project.

He explained how there is lots coming together in the way of links with the Single Outcome agreement and how the demonstration project can drive this. He also explained what the project is aiming to deliver and the development for the future, also inviting Services to get involved. Brian then mentioned that lottery funding is a way that knowledge can be shared and valuable information gained on how better quality applications to the Lottery can be achieved.

**Action: Agreed to note**

Dick Walsh commented that a challenging timeline had been given for this.

## 10. HUBBUS – PRESENTATION OF EMPLOYABILITY SERVICE DELIVERY

Ray McIntosh-Walley gave a presentation on the Employability Service. After the presentation a number of questions were put to him.

David Penman kindly offered the use of Fire Stations throughout Argyll and Bute as potential bases for the Employability Project, which could possibly remove the need for a dedicated vehicle.

It was agreed that all Partners be kept informed of the projects progress and Dick Walsh spoke of the benefits of the involvement of the Community Planning Partnership and how interaction with the Employability Service could improve the shape of the service.

**Action: Ray McIntosh-Walley to liaise with David Penman and Geoff Calvert and report back to the CPP at a later date**

## 11. PARTNERSHIP ISSUES

Dick asked Nigel Stewart to speak to the Partners about his role as Interim Chief Executive.

Nigel then spoke to the Partners on how he is preparing for the arrival of the new Chief Executive, Sally Reid and how part of this plan includes Community Planning. He spoke of the rigorous recruitment process and his optimism regarding Sally in the role of Chief Executive. He also advised that the Partners of the CPP will meet Sally in due course.

Dick Walsh then went on to advise that John Ironside has now left the area and the Community Planning Partnership and thanked him for his efforts. David Penham advised that he will be replaced by Paul Connelly.

Andy Law then gave an update on infrastructure issues and the state of the roads at present. He advised that this issue is with extra traffic, especially timber traffic, which is being addressed with the Forestry Commission.

He also spoke of the investment with Piers, Harbours and Ferries for long term sustainability. He also spoke of the issue with Ferries to Luing and the ongoing issue with the Jura Ferry and how there is a commitment for the Council to maintain ferry links for Communities.

He later added, on the subject of carbon management, how existing facilities are to be maximised and is proposing the idea of 'hot desks' within the Council.

Following on from Andy, Brian spoke of support from Community Planning to the ferry service from Tayvallich to Jura.

Shaun asked if it would be a better economy to add an additional service to which Andy then highlighted on the high level of traffic to Jura considering the population figures and how Jura would like similar access to Islay and the Islands as Dunoon have.

Brian then added to the discussion surrounding Community Planning possibly supporting a Private operator to improve services.

On another topic, Andrew then asked if Andy Law could approach the Scottish Government on the office facilities to which Andy agreed.

**Action: Andy Law**

## 12. AOCB

Dick Walsh spoke of the Budget areas which are revised and to go to CPP 9 July.

## 13. REVISED MEETING SCHEDULE

The Partners were asked to note the change in the meeting schedule.

## 14. DATE OF NEXT MEETING

Date of next Meeting is to be held on 28 November in the Council Chambers, Kilmory

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**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><b>WELCOME</b></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><b>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 14th MAY 2008</b></p> <p><b>ACTION POINT UP-DATES</b></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 3<sup>rd</sup> 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 3<sup>rd</sup> September 2008</p>	

ITEM	DETAIL	ACTION
3.	<p><b>MATTERS ARISING</b></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><b>ANNUAL REPORT</b></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><b>Action Point</b> Partners to supply feedback to Eileen Wilson by Friday 11 July</p>	<p><b>All Partners</b> <b>Eileen Wilson</b></p>
5.	<p><b>PARTNERSHIP REVIEW</b></p> <p>The review that started last Autumn has now reached the 1<sup>st</sup> 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><b>Action Points</b></p> <ul style="list-style-type: none"> <li>a) <b>Partners to briefly clarify their terms of reference to Eileen Wilson by 31 July 2008.</b></li> <li>b) <b>Item on agenda for next Management Committee meeting – 3 Sept 2008.</b></li> </ul>	<p><b>All Partners</b></p> <p><b>Eileen Wilson</b></p>
6.	<p><b>FAIRER SCOTLAND FUND AND THE VOLUNTARY SECTOR</b></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.  <a href="http://www.argyllcommunities.org/tssg/">www.argyllcommunities.org/tssg/</a></p> <p><b>Action Points</b></p> <ul style="list-style-type: none"> <li>a) <b>Steering Group to attend the next Management Committee meeting on 3 September 2008.</b></li> </ul>	<p><b>Glenn Heritage</b></p>
7.	<p><b>LOCAL COMMUNITY PLANNING</b></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><b>Action Point</b>  <b>Item on agenda for next Management Committee meeting – 3 September 2008</b></p>	<p><b>Martin Turnbull</b></p>
8.	<p><b>SINGLE OUTCOME AGREEMENT</b></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><b>Action Points</b></p> <ul style="list-style-type: none"> <li>a) <b>Eileen Wilson to liaise with Nigel Stewart regarding a small scale event linked with the signing off of the SOA</b></li> <li>b) <b>Brian Barker to provide a further up-date at next Management Committee meeting – 3 September 2008</b></li> <li>c) <b>Glenn Heritage to present a condensed overview of the SOA to Brian Barker for consideration with a view to possible publication.</b></li> </ul>	<p><b>Eileen Wilson and Nigel Stewart</b></p> <p><b>Brian Barker</b></p> <p><b>Glenn Heritage</b></p>
9.	<p><b>FUNDING</b></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><b>Action Point</b> Report approved and noted</p>	
10.	<p><b>PARTNERSHIP FEEDBACK</b></p> <p><b>a) Youth Focus</b> 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><b>Action point</b></p> <p>a) - Report Noted b) - Item on agenda for next Management Committee meeting – 3 September 2008.</p> <p><b>b) Enterprise Company Changes</b></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><b>REVISED MEETING SCHEDULE</b></p> <p><b>Action point</b> Report noted</p>	
12.	<p><b>AOCB</b></p> <p><b>a) Presentation by Hexagon – Citizens’ Panel</b> 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, <a href="mailto:chris.carr@argyll-bute.gov.uk">chris.carr@argyll-bute.gov.uk</a>, this will ensure that the CPP has an</p>	

ITEM	DETAIL	ACTION
	<p>overview.</p> <p><b>b) Themed Meetings</b>  <b>This has been covered within the Partnership review</b></p> <p><b>c) Notification of items for discussion at future CPP meetings by Strathclyde Fire and Rescue</b>  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><b>Action Point</b></p> <ul style="list-style-type: none"> <li>a) Paper noted</li> <li>b) <b>Eileen Wilson to contact David Penman regarding the requested items on future agendas.</b></li> </ul>	<p>Eileen Wilson</p>
13.	<p><b>DATE OF NEXT MEETING</b></p> <p>3<sup>rd</sup> 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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**MINUTES of MEETING of COMMUNITY PLANNING MANAGEMENT  
COMMITTEE**  
**held in room JO3, Mid-Argyll Hospital, Lochgilphead on Wednesday,  
3 September 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
Sally Reid	Argyll and Bute Council
Malcolm MacFadyen	Argyll and Bute Council
Bill Dundas	Scottish Government Rural Payments & Inspections
Sue Gledhill	Highlands and Islands Enterprise
Alan Livingstone	Association of Argyll and Bute Community Councils
Joy Love	Scottish Executive
Brian McLeish	Scottish Executive
Douglas Cowan	Highlands and Islands Enterprise
Blair Fletcher	HITRANS
John Davidson	Islay and Jura CVS
Gordon Anderson	Strathclyde Police
Geoff Calvert	Strathclyde Fire and Rescue
Derek Leslie	NHS Highland
Andrew Campbell	Scottish Natural Heritage
Carys Wynn-Mellor	Argyll and Bute Council
Elaine Garman	NHS Highland
Glenn Heritage	Argyll and Bute Volunteer Centre
Jane Fowler	Argyll and Bute Council
John Walls	Strathclyde Passenger Transport
Janet Crook	Scottish Government Housing Investment Division

**In attendance:**

Sonya Thomas	Argyll and Bute Council
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**Apologies:**

David Price	ACVS
Kevin O'Hare	Scottish Water
Dave Duthie	HITRANS
Peter Wotherspoon	Jura I@tE
David Dowie	Scottish Government Housing and Regeneration
Ian McFadyen	Argyll and Bute Council
David Penman	Strathclyde Fire and Rescue
Alan Murray	Strathclyde Passenger Transport

ITEM	DETAIL	ACTION
1.	<p><b>WELCOME</b></p> <p>Raymond Park welcomed everyone to the meeting, noted apologies, thanked NHS Highland for the use of the meeting room then introduced and welcomed Sally Reid, Chief Executive of Argyll and Bute Council, to her first Community Planning Partnership meeting.</p>	

ITEM	DETAIL	ACTION
2.	<p><b>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 9<sup>TH</sup> JULY 2008</b></p> <p><b>AMENDMENTS AND ACTION POINT NOTES</b></p> <p>Ag item 7 Local Community Planning – 3<sup>rd</sup> paragraph should read –</p> <p>The issue of monetary support was mentioned, there is now the Fairer Scotland Fund, and 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>This item is on the agenda for the next Management Committee meeting</p> <p>Ag item 10b) Enterprise Company Changes – 2<sup>nd</sup> paragraph should read –</p> <p>The challenges for Highlands and Islands Enterprise, set by the Scottish Government, 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>This item is on the agenda at the next Management Committee meeting.</p>	
3.	<p><b>MATTERS ARISING</b></p> <p>All action points are covered within this meetings with the exception of:-</p> <p>The Local Community Plan and Youth Focus up-date – these are on the agenda for the next MC meeting.</p> <p>Agenda item 12c) – Strathclyde Fire and Rescue – items for discussion at future meetings. This will be on the agenda at either the next MC or early next year.</p>	
4.	<p><b>PARTNERSHIP REVIEW</b></p> <p>The MC was looking for a general agreement that the Constitution was moving in the right direction with consensus to rationalise the current mailing list. A constructive discussion followed during which possible hurdles and the options to overcome them were discussed and debated, including specific Third Sector issues and the difficulties in Performance Management of the Single Outcome Agreement.</p> <p>Agreement was reached regarding the draft constitution and rationalising of the mailing list, with an observation that there will need to be a second mailing list within each sector group for information to be cascaded.</p>	

ITEM	DETAIL	ACTION
	<p>It was noted that the CPP needs to ensure that we have a core group and bring in expertise as and when needed, ensuring that as a group we can work together to deliver the projects, which although aren't necessary restricted to MC sector groups, the groups have links to all the strategic and operational partnerships that have a duty to deliver on the SOA.</p> <p>The housing group sector was discussed and it was noted that the Council has statutory authority for the Strategic Housing Forum, therefore the representative will need to be appropriate, although not necessary a council officer as housing has wider community issues and implications. It was agreed to review representation from this forum.</p> <p><b>Action Points</b></p> <p><b>Delegate mailing list agreed inline with table 5.1 in the draft constitution with the exception of 3 representatives for the 3<sup>rd</sup> Sector.</b></p> <p><b>Sally Reid, Eileen Wilson and Malcolm MacFadyen to discuss who should represent Housing Sector</b></p>	<p><b>Sally Reid Eileen Wilson Malcolm MacFadyen</b></p>
5.	<p><b>FAIRER SCOTLAND FUND AND THE VOLUNTARY SECTOR</b></p> <p><b>a) Strengthening the Third Sector</b> Currently looking at proposals that have come forward in relation to funding. If any issues have been omitted can Partners raise them with Brian Barker. Partners agreed they were happy with the current content.</p> <p><b>b) Voluntary Sector Steering Group</b> This is a short life group with a challenging but reducing remit. There has been much progress on partnership working. A draft report will be ready by the next MC. The Steering Group will welcome Partners views that can then be passed to Eileen Wilson who will circulate to all Partners. The Steering group will be submitting their proposals to the Council by the end of September The current funding for the sector is through the Fairer Scotland Fund, but it was mentioned that they could look at match funding with European Money.</p> <p><b>c) Final ROA Report</b> The report marks the end of the Regeneration Outcome Agreement as it now moves into the FSF. It was felt that this has been a very good example of how community engagement has worked and the CPP is now looking at taking forward the good work.</p> <p>The CPP acknowledge all the good work that Eileen Bellshaw has done in producing the ROA annual reports. There is now the opportunity to move forward with the service becoming less of a direct deliverer and more of an enabler. Whilst there are no proposals at this stage for market testing, but factored in will be meeting and working with the 3<sup>rd</sup> sector steering group.</p>	<p><b>Eileen Wilson Malcolm MacFadyen</b></p>

ITEM	DETAIL	ACTION
	<p><b>Action Point – Eileen Wilson or Malcolm MacFadyen to join 3<sup>rd</sup> sector steering group</b></p>	
6 & 7	<p><b>SINGLE OUTCOME AGREEMENT AND PERFORMANCE MONITORING/MANAGEMENT.</b></p> <p>Partners have been asked by the Scottish Government to focus on targets and key information. As of next year government bodies will be expected to report and show how they connect and relate on a local level with the SOA. Information must flow into Community Planning and the Full Partnership, then feed back into the SOA. The CPP now has to agree what are the key indicators and how can we report that through a Performance Management system.</p> <p>Argyll and Bute Council is currently developing a Performance Management mechanism for the SOA which will involve all our Partners. The mechanism being used is a Performance Management tool called Pyramid.</p> <p>There was recently a Ministerial sign-off of this years SOA agreement, now the council is currently starting the journey for next years SOA, including Performance Management. For year two there will be wider involvement in terms of consultation and contribution. Peter Russell has already mentioned that he wants to be involved. The deadline for next years SOA agreement is the end of February 2009, for signing off at the end of May 09.</p> <p>The Community Plan, the Corporate Plan and the SOA need to be developed to work together, currently the CPP is out of kilter with the Corporate Plan and the SOA'</p> <p>The Islay and Jura CVS is currently at an early stage of entering a bid to purchase into a national database. They are requiring information from Councils and Heads of Service for information pertaining to Performance Management.</p> <p>Much discussion centred on the issues affecting the 3<sup>rd</sup> Sector and the difficulty in achieving a unified voice for the Sector. It was stressed that the CPP was not looking for one voice from the group but an authority to represent and communicate for the 3<sup>rd</sup> Sector. The 3<sup>rd</sup> Sector Steering Group is in the process of looking at a mechanism to do this and engage with communities. Communication between the 3<sup>rd</sup> Sector and the Council is beginning to occur via The Fairer Scotland Fund.</p> <p>The Scottish Government recognises four representatives from the 3<sup>rd</sup> Sector, although this is set to change as of 2011. Brian Barker suggested the 3<sup>rd</sup> Sector have three representatives, and this was agreed.</p> <p>It was also agreed that it is essential to have delegates who can represent at a strategic level and suggested that perhaps two from the voluntary sector, including one from social enterprise and one from community councils.</p> <p>It was noted that all Partners need to engage at a local level, and whilst we</p>	

ITEM	DETAIL	ACTION
	<p>need clarity on the membership of the MC, the delegate list was flexible, therefore although it was discussed halving the MC delegate list, the 3<sup>rd</sup> Sector representation should be increased.</p> <p>Representation will be discussed at the Community Councils AGM.</p> <p>It was discussed and decided to hold a SOA seminar in November, by which time everything should be brought together from the different sectors and levels, we will also have knowledge on future funding by then, and the Council's Community Engagement Strategy can be discussed as this needs to be made widely available.</p> <p>Peter Russell, the Director from the Scottish Government will be invited to the seminar.</p> <p><b>Action Points</b></p> <p><b>Brian Barker to contact Partner Organisations for the names and contact details of their Performance Managers with a view to arrange a meeting before the next MC meeting.</b></p> <p><b>Details of what is currently monitored to be forwarded to Eileen Wilson</b></p> <p><b>Circulate date and details of seminar in November</b></p>	<p><b>All Partners Brian Barker</b></p> <p><b>All Partners Eileen Wilson</b></p> <p><b>Sonya Thomas</b></p>
8.	<p><b>SCOTLAND'S CLIMATE CHANGE DECLARATION FOR ARGYLL AND BUTE</b></p> <p>Report Noted.</p>	
9.	<p><b>AFFORDABLE HOUSING FOR ESSENTIAL WORKERS</b></p> <p>This report was submitted by Gordon Anderson but is also relevant to essential workers from many partner organisations. Many have key workers who are looking to rent which creates problems with officer retention. It was agreed to remit this paper to the Housing Communities Forum for exploring in further detail.</p> <p>The list for social renting within Argyll and Bute is currently 4500, but we are currently experiencing a downturn in housing investment. There is a new potential mechanism due to start up in January 09 –</p> <p>The Firm Foundations Project, which will look at bringing back something similar to the old mid-market rents scheme, it may be possible to flag this up to help with the issue of worker retention. It was also noted that 58% of young people from Argyll choose to live and work outside the area. Currently community councils aren't represented on the Housing forum but as from 2009/10 with the new Housing Strategy they will be consulted more.</p> <p>The Local Community Plan is driven by the need for development and has taken on comments from the CPP. The development plans are renewed on</p>	

ITEM	DETAIL	ACTION
	<p>a 5 year basis and will engage more with community councils.</p> <p><b>Action Point – Ag item to be taken to the Housing Forum meeting in November and report back to the MC in January 2009.</b></p>	<p><b>Malcolm MacFadyen</b></p>
10.	<p><b>SMALL PRACTICE RESEARCH PROJECT</b></p> <p>Carried forward to next MC meeting – 29 October 2008</p>	
11.	<p><b>BRAND ARGYLL AND BUTE</b></p> <p>This project has so far been developed with the Argyll Agricultural Forum, the desire is to commission a universal, high quality “brand image” that can be used for a variety of projects and businesses, with the overall aim of promoting and marketing lifestyle, leisure and commerce throughout Argyll and Bute as an entity.</p> <p>Within the process of development the desire is to engage with stakeholders and work with Partners to remove constraints. Comments and views from Partners are welcome with thoughts of the potential benefits that this could bring for key sectors along with possible weaknesses, equality standards, relationships and logo – although not just on a local level but Scotland wide.</p> <p>It was noted that Islay currently has a brand identity for all of it’s exports and this may cause confusion, coupled with the difficult trading conditions John Davidson felt that at present it may therefore be unviable for Islay to fully embrace this initiative, although that it may be beneficial to share expertise where possible.</p> <p><b>Action Points</b>  <b>Jane Fowler to take the lead in a short life steering group to include HIE, Islay Marketing Group, Dunoon and Cowal Marketing Group Visit Scotland and SNH</b></p> <p><b>Interim project up-date on the agenda for the January 2009 MC meeting</b></p> <p><b>Final project report due in May 2009</b></p>	<p><b>Jane Fowler and listed Partners</b></p>
12.	<p><b>PARTNERSHIP FEEDBACK</b></p> <p><b>a) Children’s Services Governance</b> The report was noted.</p> <p><b>Action Point – A follow up report at a later date</b></p> <p><b>b) SPT – Transport Content of the SOA</b> It has been noticed that there is patchy coverage of transport matters in</p>	

ITEM	DETAIL	ACTION
	<p>the SOA with the concern being that if there is not adequate coverage there may not be an accurate budget allocation.</p> <p>It was agreed that this is work in progress.</p> <p><b>Action Point – Report back to the MC at a later date</b></p>	<p><b>Brian Barker Blair Fletcher Alan Murray</b></p>
13.	<p><b>AOCB</b></p> <p><b>a) Race Equality Survey</b> Argyll and Bute Community Health Partnership, along with other Partners, have a duty to undertake a Race Equality Survey. The possibility of sharing resources to carry out this survey was discussed. The questionnaire needs to be finalised by the end of September 2008 at an estimated cost of between £1000 - £1500, with the intention of sharing the cost. It was put to Argyll and Bute CHP to contact Hexagon for details of the focus groups. Chris Carr from Argyll and Bute Council will be able to assist <a href="mailto:chris.carr@argyll-bute.gov.uk">chris.carr@argyll-bute.gov.uk</a>.</p> <p>Caroline Champion NHS Highland will take the lead, with Elaine Garman, Geoff Calvert and Gordon Anderson contributing and assisting.</p> <p>An equality forum is scheduled to take place on November 28<sup>th</sup> after the CPP Full Partnership meeting.</p> <p><b>b) Police Attendance at Community Alarm Activations</b> The Police are finding that they are increasing responding to care issues, from sheltered housing and the elderly solely within Argyll and Bute. This has come about if the call centre that handles the care alarm system cannot contact a carer or key holder the Police are called out to attend.</p> <p>The Police are questioning the legality of their role. It is accepted that they will attend if there is suspicion that a crime is being carried out or there is an immediate risk of life, but for the increasing instances of these call-outs they are not the most appropriate service to use.</p> <p>The question was asked as to whether there is a contract between the NHS/Housing/Social Work departments to cover attendance.</p> <p>It was noted that in other Local Authority areas there is warden support or other care packages in place, but as the council is not a provider for housing they are not responsible for the employment of wardens.</p> <p>Currently there is not a regulatory body for the providers of care provision and care providers appear to abdicate their responsibility.</p> <p><b>Action Point – Take item to the next Health and Care Partnership meeting with Malcolm MacFadyen taking the lead with assistance and input from Gordon Anderson and Derek Leslie.</b></p> <p><b>Progress up-date at next MC meeting – 29 October 2008</b></p>	<p><b>Caroline Champion</b></p> <p><b>Malcolm MacFadyen</b></p>

ITEM	DETAIL	ACTION
	<p><b>c) Population Growth – Encompassing Inward Migration</b> So far there has been a couple of meetings with Lucinda Gray taking the lead, but unfortunately there were only two replies to the baseline data request.</p> <p>Questions will be passed to Eileen Wilson in the near future for distribution to Partners.</p> <p><b>Action Point – Partners requested to respond to the questionnaire</b></p> <p><b>d) DRIVESafe</b> The resources of the DRIVESafe co-ordinator Dave McBride are available for all Partners. He can be contacted at <a href="mailto:dave.mcbride@argyll-bute.gov.uk">dave.mcbride@argyll-bute.gov.uk</a>.</p>	<p><b>All Partners</b></p>
14.	<p><b>DATE OF NEXT MEETING</b></p> <p>29<sup>th</sup> October at 10.00 in the Board Room at the Oban Fire Station, Oban.</p>	

The Funding Hub meeting followed on from this.



**MINUTES of MEETING of COMMUNITY PLANNING MANAGEMENT  
COMMITTEE**

**held in Oban Fire Station Board Room  
Oban, on 29 October at 10.00 am**

**Present::**

Derek Leslie	NHS Highland (Chair)
Eileen Wilson	Argyll and Bute Council
Brian Barker	Argyll and Bute Council
Sally Reid	Argyll and Bute Council
Malcolm MacFadyen	Argyll and Bute Council
Douglas Cowan	Highlands and Islands Enterprise
John Davidson	Islay and Jura CVS
Gordon Anderson	Strathclyde Police
Geoff Calvert	Strathclyde Fire and Rescue
Paul Connelly	Strathclyde Fire and Rescue
Ian McMeekin	Strathclyde Fire and Rescue
Glenn Heritage	Argyll and Bute Volunteer Centre
Jane Fowler	Argyll and Bute Council
Allan Comrie	Strathclyde Partnership for Transport
David Dowie	Scottish Government
Roanna Taylor	Argyll and Bute Young Scot/Dialogue Youth
Linda Haig	Argyll Community Housing Association

**In attendance:**

Sonya Thomas	Argyll and Bute Council
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**Apologies:**

Raymond Park	Strathclyde Police
Peter Wotherspoon	Jura I@tE
Andrew Campbell	SNH
Nicola Welsh	AABCC

ITEM	DETAIL	ACTION
1.	<p><b>WELCOME</b></p> <p>Derek Leslie introduced Area Commander Paul Connelly, Strathclyde Fire and Rescue to his first Community Planning Meeting, who kindly extended an offer of a station tour at the end of today's meeting. Derek welcomed everyone to the meeting, thanking Strathclyde Fire and Rescue for the use of their Board Room and facilities.</p>	

ITEM	DETAIL	ACTION
2	<p><b>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 3<sup>RD</sup> SEPTEMBER 2008</b></p> <p>The minutes of the above meeting were approved as a correct record with the exception of the following points.</p> <ul style="list-style-type: none"> <li>a) SPT wish to be known as Strathclyde Partnership for Transport</li> <li>b) Ag Item 12 refers to feedback received covering the whole of the SPT area, but not the Argyll and Bute area.</li> </ul>	
3.	<p><b>MATTERS ARISING</b></p> <p>Ag Item 4) Partnership Review This will be taken forward after the seminar at the end of November.</p> <p>Ag Item 5b) Voluntary Sector Steering Group The Government intends to fund organisations that support the Third Sector from 2011. The Third Sector will need to develop a funding formula to distribute funds amongst themselves, and move towards more contract based funding which will also link into the Community Planning Partnership. The Third Sector are keen to start discussions with the CPP regarding this. Margaret Fyfe will be attending the Third Sector Planning Event on the 10/11<sup>th</sup> November.</p> <p><b>Action Point – Sonya Thomas to circulate Geoff Pearson’s letter.</b></p> <p>Ag Item 9) Affordable Housing for Essential Workers An agenda item at this meeting.</p> <p>Ag Item 11) Brand Argyll and Bute Project up-date on the agenda for January 21<sup>st</sup> 2009 CPP meeting.</p> <p>Ag Item 13b) Police Attendance at Community Alarm Activations An agenda item at this meeting.</p>	Sonya Thomas
4.	<p><b>FAIRER SCOTLAND FUND AND THE VOLUNTARY SECTOR</b></p> <p><b>a) Proposals from the Third Sector Steering Group.</b> Brian Barker and Margaret Fyfe received a response at the end of September but were unable to recommend allocating funding at that point. A further meeting was held at the beginning of October, which has resulted in the Third Sector Steering Group being given an extension to develop an improved proposal. The Third Sector Planning Event on the 10/11<sup>th</sup> November will influence a large part of this process. Strong proposals are expected by the end of November enabling FAB to move forward in the budget process, with the whole process complete by the middle of January 2009. It is felt that there is strong, clear and robust dialogue between the parties.</p>	

ITEM	DETAIL	ACTION
	<p><b>b) FAB Partnership – Governance Structure and Composition.</b>  The first draft of the Terms of Reference is complete. It has now moved on from Community Regeneration into the Fairer Scotland Fund and discussions are now around membership of the FAB Partnership. It was noted that a large portion of membership will be from the Council. Concerns were voiced that this may restrict the opportunities for growth and change, but there is an expectation on every Partner to modernise and change to ensure the FAB Partnership is successful, and as service delivery will be under constant review it is important that we to focus on the actions and not necessarily on the individuals who are taking the FAB Partnership forward. It was stressed that the FAB Partnership is not a continuation of any previous partnership. It was noted that a Community Engagement Strategy will be developed through the FAB Partnership. It is felt that after the Third Sector event on 10/11<sup>th</sup> November discussions can develop which will ensure that smaller organisations will not be lost within the FAB Partnership. Sally Reid commented that she welcomed the fact that community engagement lies within the CPP. The next meeting is scheduled for 30<sup>th</sup> October and will be looking at funding proposals for years 2 and 3 and also where we are with the research done by Chris Carr. Although much of this discussion will happen within the Council, the actual decisions made will be Partnership wide and this will take forward the process by the next meeting.</p> <p><b>c) Demo Project Update</b>  This group is currently looking at what barriers the Third Sector encounters trying to access information and win tenders, contracts, funding and other potential business or development opportunities. Although the project is now drawing to a close, John Davidson will speak to Arlene Cullum, Corporate Funding Officer, Argyll and Bute Council as to whether CMAL can be brought into the discussion.</p> <p>There is a recommendation that at the end of the project it will go out for future consultation.</p> <p><b>Action Point – On agenda for next Management Committee meeting</b></p>	<p><b>Arlene Cullum Eileen Wilson</b></p>
5.	<p><b>SINGLE OUTCOME AGREEMENT AND COMMUNITY PLANNING</b></p> <p><b>Seminar overview.</b></p> <p>A seminar is being held on 28<sup>th</sup> November 2008 at the Council Chambers, Kilmory, Lochgilphead.</p> <p>It was noted that the seminar will cover</p> <ul style="list-style-type: none"> <li>• Review of the Community Plan</li> <li>• Performance Management</li> <li>• A risk based approach</li> <li>• Governance arrangement</li> <li>• Review of the Community Planning Structure</li> </ul>	

ITEM	DETAIL	ACTION
	<p><b>SOA Guidance.</b></p> <p>Brian Barker welcomed the comments and feedback he has received so far and mentioned that tomorrow was the last day for receiving comments. It was noted that the guidance is been very helpful and clear, and highlights the on-going dialogue.</p> <p>So far a lot of comments are around Performance Management, but risk also has to be identified.</p>	
6	<p><b>EQUALITY AND HUMAN RIGHTS COMMISSION</b></p> <p>There will be a presentation by the EHRC after the CPP seminar on 28 November, again Partners are encouraged to ensure the right people within their organisation attend this presentation.</p> <p><b>Action Point – Partners to advise or contact Jennifer Swanson with topics for discussion at the presentation – Jennifer.swanson@argyll-bute.gov.uk</b></p>	<b>All Partners</b>
7.	<p><b>POLICE ATTENDANCE AT COMMUNITY ALARM ACTIVATIONS</b></p> <p>This paper was presented to the Health and Social Care Strategic Partnership meeting on the 24 October. The paper sets out the number of call-outs and the number of call-outs that were inappropriate for Police attendance, which was 64% during the six month period in question. Partners agreed to establish a short term working group between Social Work, Health and Police to re-align and modernise the service delivery for older people.</p> <p>Strathclyde Police are happy with this positive step so far.</p> <p>A discussion followed where concerns were raised as to whether it is wise to go ahead with the pilot scheme in Bute, where the Red Cross will provide volunteer key holders for those client's who only have 1 key holder, but Malcolm feels that parallels can be drawn as we need to identify whose responsibility this lies with. Some individuals may be encouraged to make claims, therefore perhaps risk managers should be looking at liability for the Council.</p> <p>The paper was reported in the Press and Journal but so far there has been no public response.</p> <p><b>Action Points</b>  <b>On agenda for next Management Committee meeting – 21 Jan 2009</b>  <b>Communications Team to be made aware and contact Malcolm MacFadyen and Gordon Anderson.</b></p>	<b>Malcolm MacFadyen</b>
8.	<p><b>BUSINESS GATEWAY UP-DATE</b></p> <p>The Scottish Government intends to develop the Business Gateway throughout Scotland and the delivery will move away from the Enterprise network into Local Authority responsibility.</p>	

ITEM	DETAIL	ACTION
	<p>Argyll and Bute Council is currently working within a consortium with other Local Authorities, the Scottish Government and Highland and Islands Enterprise with the Chief Executive of Highland Council taking the lead. The transfer should be complete by 1 April 2009.</p> <p>The Council is viewing this as an opportunity to create a one door approach for businesses to access a range of services within Argyll and Bute.</p> <p>Argyll and Bute Council has kindly had an offer of assistance from HIE for an officer for two days per week for the interim period.</p> <p><b>Action Point – On agenda for next Management Committee for an up-date – 18 March 2009</b></p>	<p><b>Jane Fowler</b></p>
9.	<p><b>PARTNERSHIP FEEDBACK</b></p> <p><b>Youth Focus</b></p> <p>The next Youth Focus meeting is due to be held on 12 November. Efforts are currently concentrating on trying to bring the topics in line with CPP Performance Management. Martin Turnbull will arrange a Performance Management session and it is hoped that the two young people who will attend this next meeting will bring young peoples' ideas with them.</p> <p>The Youth Focus was thanked for developing discussions with our young people.</p> <p>Glenn Heritage will give Roanna the CVS starter packs on Performance Management, and if Roanna needs support for the meeting on 12 November she should contact Partners for assistance.</p> <p>Martin Turnbull/Roanna Young to contact David Clements for support – david.clements@argyll-bute.gov.uk</p>	<p><b>Roanna Young Martin Turnbull</b></p>
10.	<p><b>AOCB</b></p> <p><b>a) Population Growth</b></p> <p>The working group has a very broad remit, with the focus on population attraction and the economic downturn. The on line questionnaire has helped with collecting information from Partners and has illustrated the risks we are facing, now we have to develop means of dealing with the risks and driving forward economic growth during these difficult times, ensuring this all links in with the SOA and Community Plan</p> <p><b>b) HUBBUS update</b></p> <p><b>Action Point - Postponed to next Management Committee Meeting - 21 Jan 2009</b></p> <p><b>c) Maximising Office Facilities</b></p> <p>This dialogue is centred around office rationalisation and changes happening within the Oban area.</p> <p>Strathclyde Fire and Rescue repeated the offer to use their facilities when available, with the HUBBUS project being a strong possible user.</p> <p>It was also noted that where VC is used and training and etiquette be followed.</p>	<p><b>Ray McIntosh- Walley</b></p>

ITEM	DETAIL	ACTION
	<p><b>Action Point – Dialogue Noted</b></p> <p><b>d) LocalView</b> Argyll and Bute Council is going through a process of developing a “local View” on the website. This will be an opportunity for Partners to share and highlight facilities and services for the general public. The need now is to identify the process for GIS capability – how can we share data within the Council and with Partners.</p> <p><b>Action Point – Sonya Thomas to circulate e-mail from Brian Barker</b></p> <p><b>e) Scottish Rural Gathering</b> The Scottish Rural Gathering Conference will be held on 21/22 November 2009 in West Lothian. It is aimed at discussing topics of rural issues. All Partners are encouraged to attend.</p> <p><b>Action Point – Sonya Thomas to circulate letter to all Partners</b></p>	<p><b>Sonya Thomas</b></p> <p><b>Sonya Thomas</b></p>
11.	<p><b>CPP MEETING SCHEDULE 2009</b></p> <p>Agreed.</p>	
12.	<p><b>DATE OF NEXT MEETING</b></p> <p>21 January 2009 in the HIE Board Room, Lochgilphead.</p>	



## Constitution and Partnership Agreement

### 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 a joined up, effective and efficient Community Planning Partnership. This document is being developed to enable us, as a partnership, to demonstrate our commitment to the continuous improvement and effective delivery of Community Planning in Argyll and Bute.
- 1.2. As the link between funding and outcomes develops, it is critical that partners successfully integrate the benefits of a multi-agency approach to planning improved service delivery.
- 1.3. The removal of ring-fenced funding and increasing involvement of local communities in setting priorities requires partners to collaborate effectively.
- 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 in discussions 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.
- 2.2. Key Themes of Argyll and Bute Community Plan 2007-2017

Outstanding Environment

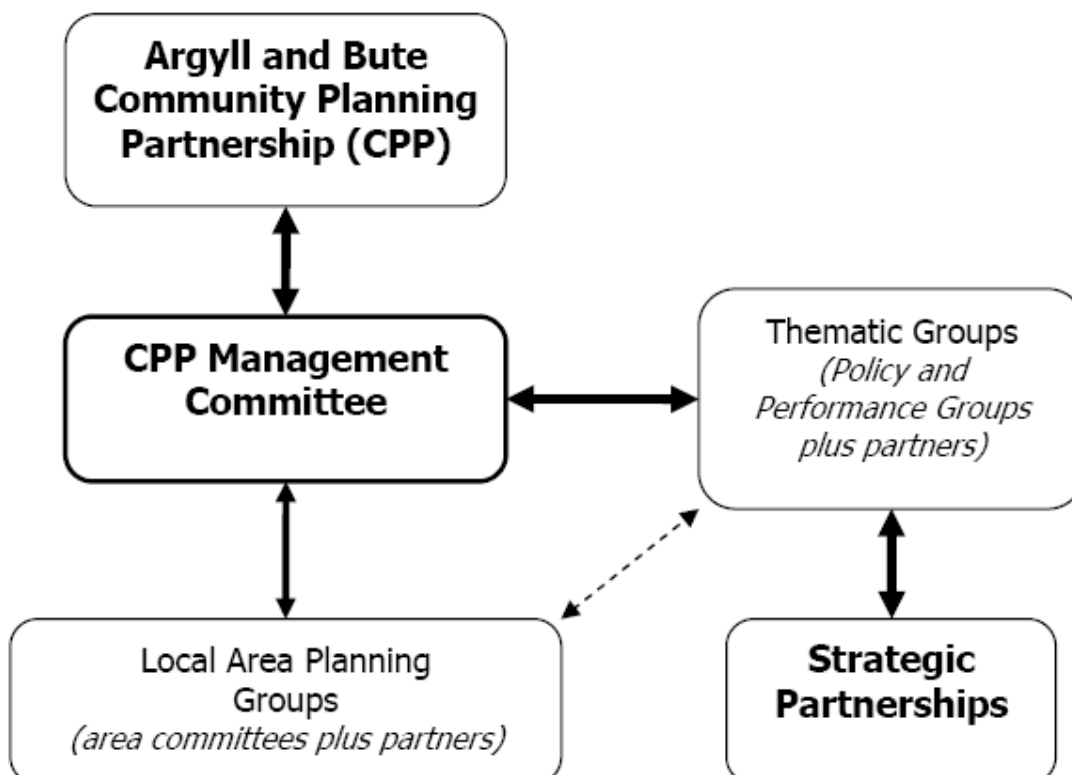
- Natural Environment
- Climate Change
- Vibrant Communities
  - Culture, Arts and Sport
  - Regeneration
  - Robust and Dynamic Economy
  - Housing
  - Healthy and Safe Communities
- Forward Looking
  - Transforming Public Services
  - Better Connections

### 2.3. Single Outcome Agreement

The Single Outcome Agreement is *"the means by which CPPs agree their strategic priorities for their local area and express those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government's relevant National Outcomes."* (SOA Guidance for CPPs, IS 2008)

Community Planning partners have been involved in the development of the Argyll and Bute Single Outcome Agreement. The SOA gives short and medium term outcomes where the Community Plan sets out the long term outcomes. CPP partners will continue to be involved in the development of the SOA and CPP outcomes will be specific, measurable and costed.

## 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 to enable better relationships between partners and partnerships.

3.2. Key Structures

- **Full partnership** - Comprises representatives of organisations at strategic level. The Full Partnership gives all CPP partners an opportunity to participate in influencing the strategic direction of the partnership.
- **Management Committee** - Comprises representatives at senior officer 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 MC is also responsible for the monitoring and evaluation of CPP processes, the SOA and other strategic partnerships.
- **Thematic Groups (Policy and Performance Groups plus CPP partners) -**
- **Local Area Planning Groups (Area Committees plus CPP partners) -**
- **Time Limited Groups** - Comprising relevant CPP partners with a designated lead. Short life working groups (SLWG) are formed to address specific issues and make recommendations to the Management Committee.
- **Local Community Planning Groups** – Comprising local stakeholders with relevant interests. Local community planning groups enable individuals and communities to be consulted on community planning issues as well as influence the direction of community planning at a local and area level.

3.3. **Conference** – An annual Community Planning conference enables all partners to participate in an information sharing and consultation event. The conference is planned jointly with 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.

## 4 FULL PARTNERSHIP

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

<b>CPP Partner Organisations</b>
Argyll and Bute Council
Strathclyde Police
Strathclyde Fire and Rescue
NHS Highland (AB CHP)
Highlands and Islands Enterprise
Scottish Enterprise
Skills Development Scotland
Initiative at the Edge
Argyll CVS
Islay and Jura CVS
Bute Community Links
Argyll and Bute Volunteer Centre
MICT
Association of Argyll and Bute Community Councils
ABSEN
Fyne Homes
ACHA
West Highland HA
Dunbritton HA
<b>Scottish Government<sup>1</sup></b>
SERPID
SEPA
Scottish Natural Heritage
Crofters Commission
Forestry Commission
Loch Lomond and the Trossachs National Park
HiTrans
SPT
Cal Mac
Scottish Water
M.O.D.
Job Centre +

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.

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<sup>1</sup> Formerly Communities Scotland

## 4.2. Terms of Reference

The Full Partnership which provides a forum for full partner participation has been established 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 officer 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 MC is also responsible for the monitoring and evaluation of CPP processes.

Partner Organisation	No of Delegates
Strathclyde Police	1
Argyll and Bute Council	1
Strathclyde Fire and Rescue	1
NHS Highland (AB CHP)	1
Highlands and Islands Enterprise	1
Scottish Enterprise	
Skills Development Scotland	
Initiative at the Edge	
Argyll CVS	2
Islay and Jura CVS	
Bute Community Links	
Argyll and Bute Volunteer Centre	
MICT	
Association of Argyll and Bute Community Councils	
ABSEN	
Fyne Homes	1
ACHA	
West Highland HA	
Dunbritton HA	
Scottish Government <sup>2</sup>	
SERPID	2
SEPA	
Scottish Natural Heritage	

<sup>2</sup> Formerly Communities Scotland

Crofters Commission	
Forestry Commission	
Communities Scotland	
Loch Lomond and the Trossachs National Park	
HiTrans	1
SPT	
Cal Mac	
Scottish Water	
M.O.D.	
Job Centre +	
Total number of delegates	

Note: Relevant Council Directors are also 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. Ensure 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 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 meet six times a year. Dates for meetings will be agreed by the final meeting of each 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 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](http://www.argyll-bute.gov.uk) or through a link on the Community Planning website [www.argyllandbutecpp.net](http://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](http://www.argyll-bute.gov.uk) or through a link on the Community Planning website [www.argyllandbutecpp.net](http://www.argyllandbutecpp.net)
- i. Members of the CPP must declare any interest, financial or non-financial, if any contract is to be discussed

## **7 THEMATIC GROUPS**

## **8 LOCAL AREA PLANNING GROUPS**

## **9 TIME LIMITED GROUPS**

- 9.1. Comprising of relevant CPP partners with a designated lead. Time Limited Groups are formed to address specific issues and make recommendations to the Management Committee.
- 9.2. Time Limited Groups will agree their own operating arrangements assuming that 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 ENGAGING THE COMMUNITY**

10.1. The Argyll and Bute CPP has developed a Community Engagement Strategy to engage with stakeholders. Performance will be monitored by the Management Committee.

10.2. All partnerships at all levels are responsible for ensuring that they conduct engagement activities in line with National Standards for Community Engagement.

10.3. The Community Engagement Action Plan outlines the activities supported through the CPP

## **11 PARTICIPATION IN CPP AND OTHER STRATEGIC PARTNERSHIPS**

11.1. CPP partners have responsibility for defining arrangements for Community Planning within their organisation.

11.2. 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

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

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

## **12 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 1<sup>st</sup> of April to the 31<sup>st</sup> 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

## **13 PERFORMANCE MANAGEMENT FRAMEWORK**

13.1. High level aims within the Community Plan are translated into priorities which influence the corporate plans of the Council or one or more of its partners. Relevant Community Planning priorities will be included in the Single Outcome Agreement (SOA).

13.2. Performance against the Community Plan will be appraised by each partner monitoring its own performance (through the Council's performance management system, Pyramid) and reporting progress to the CPP Management Committee. Performance against local and thematic community plans which are developed within the overall community planning framework will be measured using a scorecard created within Pyramid.

13.3. Different tiers of the Community Planning Partnership will receive performance reports as follows:

- Management Committee: will monitor all outcomes/actions within the Community Plan. The committee will also monitor the outcomes in the SOA relevant to Community Planning Partners.
- Thematic Partnership Groups: thematic groups linked to the Council's Policy and Performance Groups will be accompanied by a relevant performance scorecard to provide relevant information to the Council, CPP Partners and service users
- Area Planning Partnership Groups: Area Planning Groups, linked to the Council's Area Committees, will be accompanied by a relevant performance scorecard to provide relevant information to the Council, CPP partners and service users.

<b>Stakeholders</b>	All formal Community Planning partners; service users; communities
<b>Structure</b>	CPP Management Committee ; thematic and area partnerships, range of key partnership groups
<b>Vision</b>	Argyll and Bute Community Plan
<b>Plan and priorities</b>	Review Community Plan and inform Single Outcome Agreement
<b>Translates downwards:</b>	Community Plan informs Council Corporate Plan (and in turn Departmental/Service plans) and those of partners. Appropriate Community Planning Partner indicators tracked in Pyramid.  Planning and performance information also cascades to inform possible future thematic and area partnerships.
<b>Type of report</b>	Performance scorecard on the Community Plan and the SOA
<b>Measurements</b>	Indicators to be outlined in CPP scorecard.
<b>Report to</b>	Community Planning Management Committee  Publicise progress annually
<b>Scorecard themes</b>	To be determined by CPP partners

**14 PARTNERSHIP AGREEMENT**

14.1. Partners are invited to acknowledge the direction of the CPP and to commit to the enhancement of joint working to deliver quality services in Argyll and Bute by signing this agreement.

Signatories to the agreement:

**Name** \_\_\_\_\_

Designation \_\_\_\_\_

On behalf of Argyll and Bute Council (lead organisation)

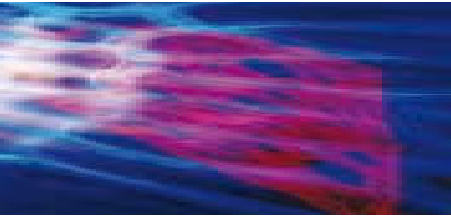
**Name** \_\_\_\_\_

Designation \_\_\_\_\_

On behalf of \_\_\_\_\_ (partner organisation)

**February 2009**





## The Improvement Service

### Elected Member Briefing Note No.1

### Single Outcome Agreements

Elected Member Briefing Notes are provided by the Improvement Service (IS) to help Elected Members keep abreast with key issues affecting local government.





## Contents

- What They Are
- Why They Matter
- What They Mean for Elected Members
- Key Questions to Consider
- Key Messages
- Further Support



## What they are

Single Outcome Agreements (SOAs) were introduced in the Concordat between COSLA and the Scottish Government (SG) in November 2007 which resulted in the removal of almost all ring fencing of local government expenditure. First phase SOAs were agreed between all Councils and the SG in June 2008. In February 2009 all Community Planning Partnerships (CPPs) will present a second phase SOA to the SG, for agreement in May 2009.

The SOA Guidance for CPPs explains that the SOA is:

“the means by which CPPs agree their strategic priorities for their local area and express those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government’s relevant National Outcomes.”

## Why they matter

SOAs present local government with a major opportunity to work with its partners to identify and deliver key priorities for their area. SOAs put:

- results for communities and service users at the heart of service delivery
- councils firmly in the lead in the joint planning and delivery of public services in their area

The 2nd phase SOAs are to be signed by the Council, and its statutory partners - the Health Board, the Police Board, the chief constable, the Fire Board, the regional transport partnership, Scottish Enterprise or HIE - and by a Scottish Minister on behalf of the Scottish Government. Other public bodies in the CPP may also be invited to sign the SOA as can local third sector and private sector partners. Endorsement of the SOA by these partners may be important for many local partnerships to demonstrate their openness to these bodies being part of the delivery of the outcomes and priorities set out in the SOA.

The partners will be signing up to supporting all of the outcomes set out in the SOA, not just some.

At minimum, this means that the Council and all partners are:

1. signing up to the whole SOA, not selected parts of it.
2. that signing up is equivalent to adopting the SOA as a formal corporate commitment of the Council or Board.
3. that such a commitment is to support the delivery of the SOA in all possible ways compatible with their statutory powers and duties.
4. that all partners are willing to review their pre-existing structures, processes and resource deployment to optimise delivery of outcomes (within the statutory framework).

What this patently does not mean is that each partner is signed up to deliver all of the services and infrastructure necessary to achieve the outcomes as none of the partners have unrestricted general empowerment.

What it does mean is that each partner is corporately committed to the agreed outcomes for the area and its people and, within the constraints of their statutory framework, will take every opportunity to promote and support the achievement of the outcomes.

In practical terms this means, for example, that the Health Board should not undertake economic development activities: rather that it should use its position as a major employer within the area and as a major purchasing body to support the economic development outcomes as set out in the SOA.

## What they mean for Elected Members

Elected Members have a key role in providing both knowledge and leadership working with your officials and partner organisations to ensure that the local potential of the SOA is realised. All Members can apply their local knowledge to help ensure that the SOA is relevant to local needs and is capable of delivering the intended results. Providing leadership will be particularly important for Members who are involved in CPPs or who sit on the boards of partner bodies. Members who occupy such roles will be in a strong position to advocate the benefits of the SOA approach to local partnership working.

When you consider the draft SOA there are some questions which can help ensure that:

- it reflects local knowledge
- addresses local needs
- helps the local partners work together

The rapid pace of SOA development, however, means that not everything can be done at once and some of the points which follow may have to be addressed after the SOA is agreed with the Scottish Government in May 2009, as part of its continuing improvement.

## Key questions to consider

### ***Is the SOA based on the best evidence?***

The SOA will contain an Area Profile of the local social, economic and environmental pressures across the council area. The evidence will include:

- data analysis of the key challenges facing your council area
- performance information relating to the performance of the local public sector in meeting those challenges
- local political priorities and local opinion on such issues

Overall, the Area Profile should present a picture of your area that clearly establishes its key challenges and opportunities. This should form the basis and the rationale for the priorities and outcomes set out in the SOA. Therefore, you should expect that the Area Profile:

- explains past trends and how the Council and its partners have performed
- identifies future challenges and opportunities for the whole area and, where relevant, for local areas and neighbourhoods
- allows you to see both what needs to improve and where current progress should be maintained
- is informed by local political priorities, views of local people, of voluntary groups and of the business community
- enables you to identify the strategic priorities for your area

### ***Does the SOA propose actual outcomes?***

Outcomes are improvements in the quality of life and opportunities of citizens, communities and customers of public services. An outcome is the impact on the community of the activities of public organisations and other partners.

Outcomes are not simply descriptions of services' objectives. They are the results of what public bodies do, or what they enable communities and individuals to achieve for themselves. For example, outcomes can be expressed as:

*Our children's life chances are maximised by improving their educational attainment and achievement*

*People across the council area will live longer, healthier lives*

*We will reduce the difference in life expectancy between the most affluent and most disadvantaged members of our community*

*Our economy will be strengthened through an improved range and quality of businesses and increased economic participation*

Such outcomes will take time to deliver and may require several organisations to work together to achieve them. For example, if outcomes are set for improving health, reducing poverty or increasing safety this will, of necessity, involve several partners.

Elected Members have a key role in communicating their constituents' views and priorities, both within the Council and to its partners. When identifying outcomes for the SOA you should consider whether:

- the SOA is clear about what will change for local people
- the outcomes address the challenges and opportunities identified in the Area Profile
- the outcomes reflect the views of communities and service users views
- the outcomes will be easily understood and supported by local people and partners

### ***Does the SOA have a clear strategic focus?***

The SOA should focus on the things that matter most for the Council's area but it cannot contain everything that the Council and its partners do. So the SOA should identify the priorities for and of the community. Choices about priorities for the council area will need to be made. This means prioritising between potential outcomes, as well as prioritising within outcomes.

In prioritising between outcomes, Elected Members, working with council officers and partners and being informed by the Area Profile, will need to decide if some outcomes are overall more important to the future wellbeing of communities and of your area than others. Such decisions should be influenced by developing, over time, a better understanding of how different outcomes influence one another and how some outcomes may only be achieved if success in other outcomes is realised.



For example an SOA may seek improvements in outcomes relating to:

- the local economy
- the local community's health
- children and adults' educational success
- improved community infrastructure
- citizens that feel safer and more secure within the community.

You may wish to consider if all such outcomes are to be treated as equal priority or are some more important to your area than others? If there is no progress in one outcome area will this impact on success in other areas?

For example if there is no improvement in economic outcomes within the area will this negatively affect health outcomes, as significant bodies of research point towards the economic situation that people experience as having a major impact on their physical and mental health. As such, the council and its partners may choose to prioritise some outcomes over others in order to secure improvements in the longer term against a range of outcome areas.

Elected Members, again working with council officers and partners and being informed by the Area Profile, will need to consider their priorities within each outcome. For example, in considering issues such as economic outcomes, you might consider what the most important interventions for the council and its partners are.

For instance, should the focus be upon encouraging new business start-up within your area or offering better support to existing businesses such as improved employee training support? Or are you seeking a combination of both? If it is a balance, what should the balance be between the two types of intervention? Equally, should support to particular business sectors, such as tourism, be prioritised over, for example, physical infrastructure developments aimed at regenerating industrial areas?

The key point in prioritising interventions is to consider what combination of interventions is likely to result in the greatest impact for your area. This requires recognition that, if all interventions are seen to be of equal merit, the consequence may be that spreading resources too thinly across a range of areas will lessen the intended impacts.

In considering prioritisation, it will be important to base decisions upon a clear understanding of what the challenges and opportunities are for your area. This will, of course, involve a clear element of political judgement. However, decision-making will also be strengthened when:

- it draws upon the information set out in your Area Profile
- it is underpinned by a good understanding of the best research and evaluation evidence regarding which types of intervention work best in different situations

Having a clear strategic focus also means having a limited number of priorities and not simply a list of aspirations from which no real priorities emerge. As Elected Members, you should also be assured that each outcome is properly supported by a limited number of key performance indicators and, where required, improvement targets, that will allow the council and partners to track performance against the intended outcomes.

To give an example, if raising educational attainment is an outcome for your area, as Elected Members you may wish to consider the following:

- Is this outcome to be achieved in general terms across the council area?
- or
- Will you choose to prioritise outcome improvements for some social groups who currently do less well than the general school age population?

It is more likely that you will have to consider how to balance the two, but key performance indicators should be put in place to track performance against your priorities. So, if for example, an improvement in educational attainment for particular social groups is considered to be a priority, indicators that track attainment by this group and that allow for comparison to attainment rates generally and by geographical area should be implemented and reported upon. Annex 1 includes a simplified worked example of how an outcome may be thought through.

When considering these choices you should ensure that:

- the outcomes reflect the strategic priorities as evidenced in the Area Profile
- it is clear what the Council and its partners are trying to achieve
- it is clear what the priorities between and within outcomes are
- the outcomes are both few in number and are meaningful
- the outcomes are supported by a limited number of meaningful indicators which will allow progress to be measured

### ***Is the SOA capable of delivery?***

Not everything that the Council and its partners do can be in the SOA, but that does not mean that those things are not important. The SOA is about what you are going to achieve, not 'how' you are going to do it.

The SOA should point people to where they can see how the outcomes are going to be delivered. There should be a clear line of sight connecting the agreed outcomes, set out in the SOA, and other key planning and delivery documents of the council and partner bodies which set out the actions that will deliver the outcomes. Therefore, it should be possible to make connections between outcomes, actions and results.

As an Elected Member you may want information on how those arrangements outwith the SOA will be developed to support its delivery and, in particular, that:

- the outcomes are supported by targets which balance ambition with realism about the time and resources needed for change to happen
- it will be clear how each of the partners will contribute to delivering the outcomes
- it will be clear how each service will contribute to delivering the SOA
- the outcomes and targets will influence priorities and resources in service plans
- the SOA will build on and show clear links to underpinning performance management and scrutiny arrangements

### ***Will the SOA continue to improve?***

The SOA Guidance for CPPs has a guiding principle that:

*“both nationally and locally, we should be clear about the outcomes which our communities need and then review and align our arrangements to ensure that they are fit for purpose to support the delivery of those outcomes”.*

For Members, this means both that the Council and its partners should have ambition for the Council's area and that you should be clear about how the SOA can be improved after 2009. You should seek an understanding of how elected members will continue to be engaged in the ongoing development of the SOA and how reporting and scrutiny of the SOA will be organised. You should also seek clarity on the plans relating to how community engagement around the SOA will be organised.

A key issue for the Council will be whether your outcomes require changes in the ways that the Council manages its services or its work with partners. All public bodies are expected to support not just the Scottish Government's national outcomes but also the outcomes in the SOAs. However, being clear about the results which our communities want, and then 'working back' from them, may mean changing the ways we work, in order to better deliver those results.

For example, if progress is to be made in tackling the level of health inequality within communities, this may require:

- a fundamental rethink of how partner agencies work together and deliver services
- a rethink of how resources, whether people or facilities, are used
- new delivery structures that integrate services that were previously managed separately
- priority to be accorded to some interventions, such as better housing, against other possible interventions

Such actions may not be quick, or easy to implement. As a basis for this continuous improvement of the SOA, you may wish to know:

- whether there are gaps in information on local needs and how they will be filled
- what the arrangements are for strengthening community engagement in the SOA and how this will shape the SOA going forward
- how and when the progress on delivering the SOA will be reported, and
- what the role of Elected Members will be in reviewing the SOA and providing the leadership and knowledge with respect to its continued improvement



## Key Messages

In summary, there are 5 key messages relating to the current development phase of SOA's. A SOA must:

- Be **Evidence-based** - it should show the local social, economic and environmental picture, with past and predicted trends, in an Area Profile
- Be about **Actual outcomes** - it should focus on improvements to be achieved in people's quality of life and opportunities, and on their social, economic and environmental conditions
- Have a **strategic focus** - it should identify the key priorities for the area, with a limited number of outcomes and meaningful performance indicators
- Be **capable of delivery** - it should point to the plans and performance arrangements which will ensure that the intended outcomes will happen
- Promote **continuous improvement** - it should identify the further work needed, including securing full ownership from all local partners and communities

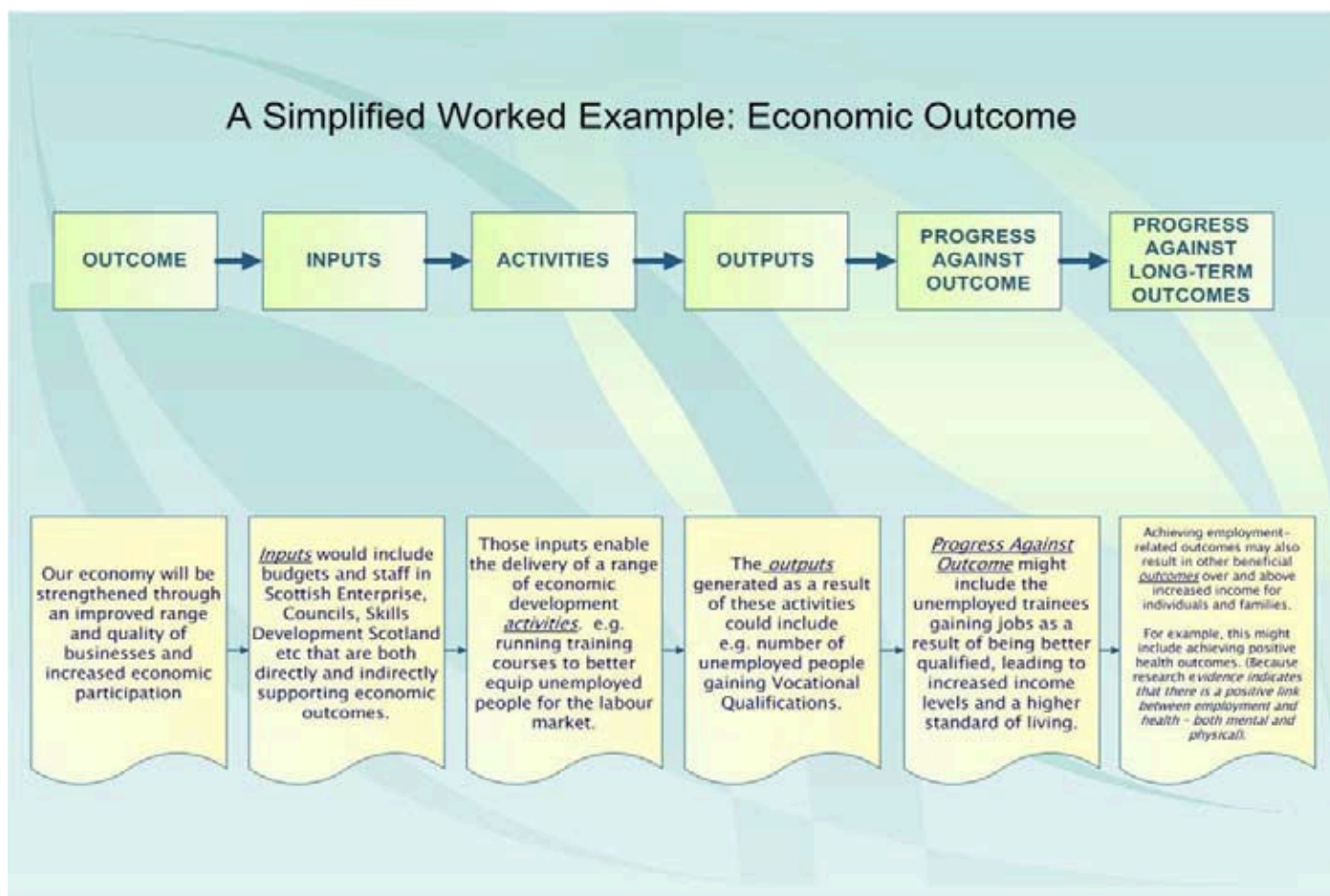
## Further Support and Contacts

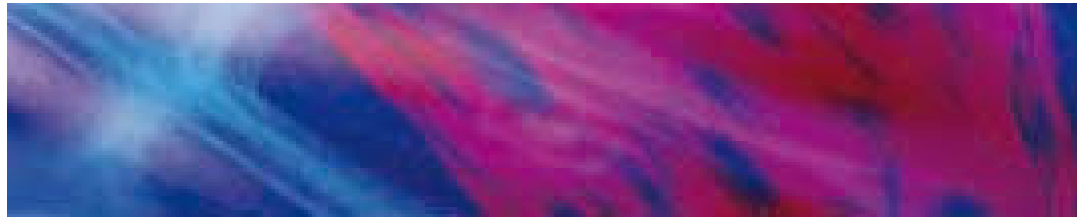
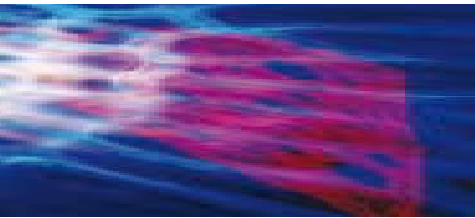
Single Outcome Agreements will change many of the ways in which Councils and their partners manage their activities. You can find more information and key documents on SOAs by visiting the Improvement Service website at: [www.improvementservice.org.uk/core-programmes/single-outcome-agreements-/](http://www.improvementservice.org.uk/core-programmes/single-outcome-agreements-/)

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# **Improving Community Engagement in Argyll and Bute**

V3 – DRAFT 03/02/09

## ***Listening to Communities to Improve Services***

## Executive Summary

This is a strategy for engaging with the communities of place and communities of interest in Argyll and Bute. It forms an important part of our overall approach to community planning and community involvement.

The rural nature and dispersed population of Argyll and Bute raises issues in finding appropriate and realistic ways of engaging with individuals and communities.

The strategy is designed to match the needs and preferences of our communities. It will ensure that all sections of the community are fairly represented, have opportunities to participate and are involved in decisions that affect them.

The strategy takes into account the context for community engagement in Argyll and Bute. The action plan for the strategy sets out a programme of work to deliver a number of key outcomes. It sets out activities in four main areas:

- **Strengthen and extend community planning structures and mechanisms** - so that people can get involved wherever and however is most appropriate for them and so that they link together at different levels
- **Increase involvement of all communities particularly children and young people, disabled people, those from different ethnic groups as well as other under – represented groups, in community planning processes at local level and around subjects that they are interested in** - so that their different experiences, needs and views can be taken into account in our services
- **Build capacity of management, staff, community leaders and groups and individuals in community engagement** - so that we have the confidence, skills, knowledge and resources we need to work together as equal partners
- **Increase the coordination of our efforts in community engagement, sharing experiences, knowledge, skills, resources and funds** - so that we can support each other, learn from our experiences and celebrate our successes

The strategy will ensure that individuals and communities are empowered and that there is a consistent approach to community engagement in Argyll and Bute.

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## Welcome

Welcome to Argyll & Bute Community Planning Partnership's Community Engagement Strategy – listening, active involvement, consulting, sharing information and dialogue to improve and shape service delivery to meet local needs, issues, and our aspirations to be the Lead Rural Area in Scotland.

Community Engagement is all about communities and service providers working together to improve services. This strategy recognises the vast amount of good community involvement activity that is happening all over the area. It seeks to harness, improve and better co-ordinate this work and make community involvement a positive, inclusive and effective experience for all those involved.

This strategy is a framework to help us take steps to improve the way we work with people and communities. We want to enable and encourage them to share in making decisions on the services they use or that affect them. In this way our services can truly meet their needs.

This strategy document is for Argyll and Bute Community Planning Partners their organisations, departments and staff who provide services. It will help us all to learn more about community engagement and improve the way we work with different communities.

The Local Government in Scotland Act 2003 introduced community planning and made community engagement a statutory responsibility of all partner agencies. Importantly, it shifted the responsibility for participation, requiring agencies to engage **with** the community rather than asking the community to engage with them. Through the community planning process the aims of the Community Engagement Strategy are that the Community Planning Partnership works together:

**To ensure that citizens and other key stakeholders in Argyll and Bute have a voice and are able to influence the development of policies and strategies that will affect their lives.**

**To inform the way in which services in Argyll and Bute are planned and delivered**

**To inform the process through which change can be achieved**

**To develop relationships and ensure that our communication is open and clear, free from jargon and accessible to all**

To achieve this, we want to work alongside and listen to our communities by:

- enabling communities to get involved in making services better
- providing ways for communities to get and exchange information

The Community Planning Partnership recognises the responsibility of each and every partner agency to actively engage with communities in a

meaningful way. This means engagement at an early stage in the policy cycle, support and encouragement for community representatives/ stakeholders and training and skill development for their staff.

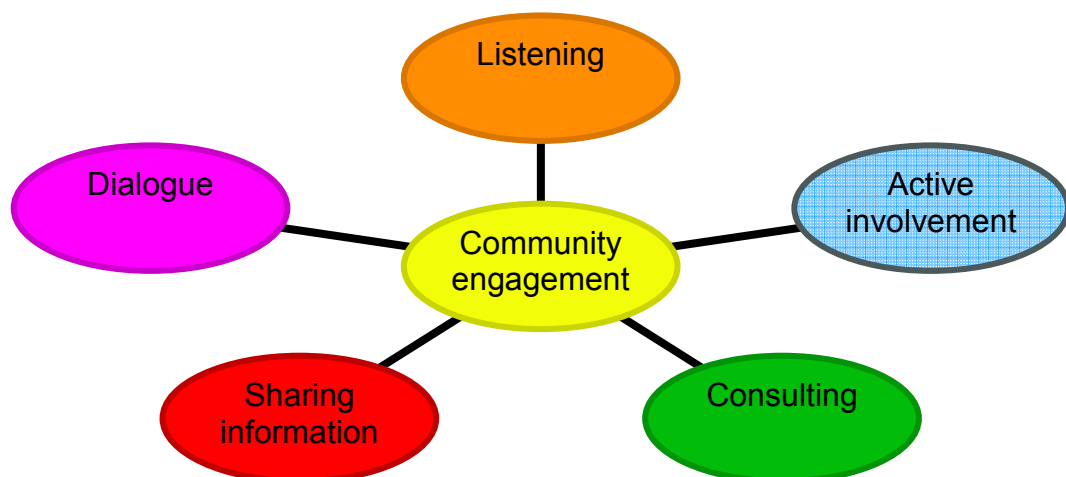
### What is community engagement?

Community engagement covers many different activities carried out with the people who make up communities. At its core it is about making sure that people can participate in lots of different ways to make Argyll and Bute a better place to live, work, study and play. The Partnership has adopted the following definition of community engagement:

*Community engagement is the process of involving communities in the development and management of services such as health, education and housing. It may also involve other issues which concern us all, or it may be about tackling the problems of a neighbourhood, such as crime, drug misuse or lack of play facilities for children. Community engagement takes many shapes and forms. It can involve simple exercises in consultation through the formation of multi-agency partnerships with community representation at the centre. Underlying effective community engagement is the commitment of service providers and planners to listen to those for whom services are being planned’.*

(Communities’ Scotland, Community Engagement How to Guide)

### Elements of community engagement



Community engagement can happen in many ways, from Citizens panels, to focus groups, community radio and websites, through arts, training local people to research their communities’ needs and priorities, community events and much, much more. At the heart of community engagement is the

development of relationships, open and clear communication, networking, listening and understanding the diverse nature of the people and geography of Argyll and Bute. This strategy helps guide us all to do this.

### Types of engagement

<b>Empowerment</b>	A range of processes and structures enabling communities to gain greater influence and control over decision made that affect them.
<b>Involvement</b>	Involvement and participation give opportunities for individuals, customers and stakeholders to influence the way that services are managed, developed and delivered and can also help to engage the community and voluntary sector in the delivery of services. Involvement helps build trust and understanding and can help to overcome apathy and cynicism.
<b>Consultation</b>	A form of communication that actively invites a response to specific issues. Consultation helps to give people the opportunity to be heard. Clear and agreed objectives should underpin any consultation with agreed ways to feedback the outcomes to those taking part.
<b>Communication</b>	A dialogue or two way process. Active listening and opportunities to feedback experiences and opinions contribute to the process of improvement and learning and demonstrates that people can have influence on decisions and processes.
<b>Information</b>	Making people aware of local issues and initiatives

### Improving Community Engagement in Argyll and Bute

Already within Argyll and Bute there is a vast amount of community engagement work currently being undertaken by partner agencies across the area. The strategy does not seek to replace this work but instead to harness, improve and better co-ordinate it.

#### Objectives

- ◆ To ensure that throughout the Community Planning Partnership there is a clear understanding of and commitment to engaging with communities about decisions that affect them.
- ◆ To establish a co-ordinated and consistent approach to community engagement in Argyll and Bute.
- ◆ To ensure that those involved in community engagement in Argyll and Bute aspire to meet the National Community Engagement Standards.

- ◆ To ensure that Community Engagement is inclusive by giving every citizen of Argyll and Bute the opportunity to express their views and that those views will be listened to and respected, placing particular emphasis on 'hard to reach' groups.
- ◆ To ensure that the outcomes of community engagement impact on decision-making and the way in which services are delivered.
- ◆ To plan and deliver services, strategies and policies that reflects the needs of the citizens of Argyll and Bute.
- ◆ To provide a strategy for sustained community engagement in the work of the Community Planning Partnership.
- ◆ To ensure that the community engagement process is transparent and accessible to all.
- ◆ To provide appropriate support to local people involved in the process.
- ◆ To place particular emphasis on engaging 'hard to reach groups'.

### **Principles**

- Openness
- Honesty
- Transparency
- Respecting and promoting equality and diversity
- Respecting and valuing the individual
- Listening and taking on board what people say

The strategy aims to build a partnership approach to improving community engagement in Argyll and Bute, and focuses on building capacity to work with, listen and respond to people and communities.

### **Definition of terms**

***The term 'community engagement' is used to embrace a whole spectrum of activities that support the two-way communication process between the partnership and citizens, and other key stakeholders.***

'Consultation', 'involvement', 'participation' and 'research', are all terms that are regularly used, often interchangeably, to describe community engagement activities. However, each term refers to intrinsically different forms of engagement, which are dependent on the overall objective of the exercise. It is important that the appropriate terminology is used when undertaking any form of engagement activity in order to avoid confusion and clarify purpose. A summary of standards for community engagement that Argyll and Bute CPP will aspire to meet is attached as Appendix 2.

'Communities' can be defined in different ways. A simple and broadly accepted definition is as follows: -

- **Communities of place** – the ‘community’ is defined by an area with physical boundaries, e.g., neighbourhood, ward, village, town, etc.
- **Community of interest** – the ‘community’ is defined by a shared interest, experience or demographic characteristic – i.e. young people, people with disabilities, working population, ethnic minorities or gay/lesbian/bi-sexual and transgender (LGBT).

People can belong to more than one community. It is also worth noting that members of defined communities may not necessarily regard themselves as such and consideration must be given to this when approaching different ‘communities of interest’.

**‘Stakeholders’** is a generic term for all people who have an interest in the well being of Argyll and Bute. This includes residents, businesses, government, public service organisations, voluntary organisations etc.

**‘Hard-to-reach groups’** is a widely recognised term to describe those groups or communities who experience social exclusion and are generally perceived by agencies as being difficult to access and are thus ‘disempowered’. However, it is important to note that many of these communities are not actually that ‘hard-to-reach’ and do not consider themselves as such. It is simply that to date partners have not been successful in seeking their views.

Best practice guidance indicates that partners are required to engage with communities and that must be both worthwhile and necessary. However, community engagement requires a great deal of effort and commitment and can be time and resource intensive.

## Benefits

There are many benefits that can be gained by both partner organisations and by citizens. The following can be achieved by listening to and working with the community

- ◆ **Plan and provide suitable and localised services that are tailored to the needs of the community**  
Community engagement is at the heart of evidence-based policy and practice. It stands to reason that people who live and work in Argyll and Bute and receive the services that we are trying to improve, are best placed to tell us what issues affect them and what is needed to improve their quality of life. By defining issues and debating problems and solutions with the public, partners can target resources where they are needed and thus provide suitable and localised solutions that are tailored to the needs of the community. This helps us to provide public services that are more responsive to the needs of the citizens of Argyll and Bute within the resources available to us.
- ◆ **Empower people to define the vision for their own community**



People, who belong to, live in or work in particular communities, should have the right to influence the future of their community. If people can be involved in defining the vision for their community, it will create a greater sense of 'community spirit', belonging, and pride.

◆ **Provide information and opportunities for the public to be better informed**

Sharing information helps the people gain an understanding of public sector agency policies or priorities. It also helps to manage expectations, as the agencies are able to explain what can and cannot be achieved, why something is or is not being done and what constraints exist. Research has revealed that partners who are perceived to be more effective at communicating with the public score higher levels of service satisfaction.

◆ **Monitor & measure performance**

In an ever-increasing culture of performance management, community engagement, particularly consultation through surveys, is an effective way of establishing base-line data for performance indicators that organisations can use to 'measure' issues such as user-satisfaction etc.

◆ **Encourage local people to become actively involved in the democratic process**

One likely effect of enhancing community engagement is the reinvigoration of the democratic process and a reversal of the declining trends in voter turnout for both general and local elections. It is important to note that the engagement itself is an exercise in participatory democracy that many people will find much more satisfactory than simply exercising their right to vote.

◆ **Build on 'responsible citizenship'**

If communities are enabled to play a significant role in improving their neighbourhood, or in planning and developing a project or initiative, they are more likely to develop a greater sense of responsibility or ownership towards it. This will strengthen the role of the community in the management of their neighbourhoods.

◆ **Improves relationship between partner agencies and the public**

Community Engagement makes organisations more open and accessible.. Making public services more responsive to people's needs can help to build on and improve relationships.

◆ **Build capacity**

Community engagement can help to build capacity of participants. If participants are engaged with effectively, their knowledge base and skills are likely to develop. They will learn about their community and the specific issues that are under discussion, and also about organisational structures and processes.

## Existing Mechanisms for Community Engagement

Within the Argyll and Bute Community Planning Partnership, there are many examples of engagement activity taking place and are working towards Argyll and Bute Community Planning Partnership objectives. While this list may not be exhaustive, it does suggest that there is a range and diversity that gives citizens and other stakeholders an opportunity to feel that their views are gathered by various providers of services.

- Community Planning Conferences
- Citizens' panel
- Focus Groups
- Multi-agency Partnership Groups including local people
- Community Regeneration Partnerships
- Community Care Forum
- Young Scot/Dialogue Youth
- Community Health Partnership - Patient Involvement Activities
- Crime Prevention Panels
- Community Safety Partnerships
- Domestic Abuse Forum
- Feedback Forms
- Elected Members' Surgeries
- NHS Public Partnership Forum
- Community Development Trusts
- Community Councils
- 3<sup>rd</sup> Sector intermediary organisations

## Developing the Strategy

- ◆ Having recognised the number and range of activity already taking place, particularly within existing partnerships, it is essential to ensure that it takes place in a coordinated way.
- ◆ The nature of Community Engagement is that there cannot be 'a one size fits all' when dealing with a diversity of communities of both place and interest.
- ◆ However there is a need to develop a framework where good practice can continue and be improved. The framework would also cover new activity which can be piloted in an attempt to harness the views of a wider range of people of all ages and sections of the community who are not engaged in the process at this point.

For community engagement to be effective it must be carried out within the structure of the framework across all levels of the CPP organisations. There is a role to be played in Community Engagement at CPP level, by partner organisations corporately, by Departments and services, at Area level,

thematically and at unit level. (Appendix 1- the roles for these different levels within the organisation.)

## **Our Priorities**

In Argyll & Bute there are many good examples of communities and service providers working together to improve their services.

We want to build on what we have learned so far. This strategy aims to help us share these experiences and strengthen the ways we work together. We want the ways we work together to be based on: listening, inclusiveness, openness, honesty, dialogue, shared decision- making and sharing information.

We have identified the following priority areas for action to help us achieve this way of working together:

### **Priority 1**

**We need to strengthen and extend community planning structures and mechanisms – so that people can get involved wherever and however is most appropriate for them and so that they link together at different levels.**

#### **What we plan to do now**

*Establish local area and thematic planning groups who are responsible for developing community planning mechanisms and community engagement throughout Argyll & Bute.*

*Map existing community planning mechanisms.*

*Develop a Communications Strategy for Community Planning including Community Engagement*

### **Priority 2**

**We need to increase the involvement of all communities, particularly children and young people, disabled people, those from different ethnic groups as well as other under-represented groups, in community planning processes which are relevant to them – so that their different experiences, needs and views can be taken into account in our services**

#### **What we plan to do now**

*Find out more about which subjects communities are most interested in and the best ways for them to become involved and use this information to guide the way we work together*

*Extend capacity building work with communities and individuals to build their confidence and skills so that they can participate in community planning*

*Encourage all organisations including the Third Sector (large and small) to evaluate the way they engage with difference communities and develop their own strategies and guidelines to improve the way they do this*

*Partners identify staff time, resources, training and funds to enable communities to become engaged*

*Develop the CPP Annual Conference as a key event for building joint working and skills and bringing together service providers and a range of communities*

### **Priority 3**

**We need to build the capacity of management, staff, community leaders and groups and individuals in community engagement so that we have the confidence, skills, knowledge and resources we need to work together as equal partners.**

#### **What we plan to do now**

*Provide joint training for community planning partners*

*Include community engagement courses within corporate training programmes for all partners*

*Improve the availability of development support for community groups to enable them to effectively influence community planning*

*Set up a Community Engagement Tool Kit which any partner can access including locally available resources, expertise and funds and signposting to other areas*

### **Priority 4**

**We need to increase the coordination of our efforts in community engagement, sharing experiences, knowledge, skills, resources and funds – so that we can support each other, learn from our experiences and celebrate our successes**

#### **What we plan to do now**

*Establish Community Engagement Tool Kit links on the Community Planning and other appropriate websites*

*Improve recording of community engagement activities and the use of this information by organisations and groups involved in developing services*

*Champion successful initiatives of volunteers, communities and service providers working together to improve services*

**The end result we aim for is:**

People and communities are fully engaged in determining the way services are provided through community planning processes in their local community and/or through an interest group.

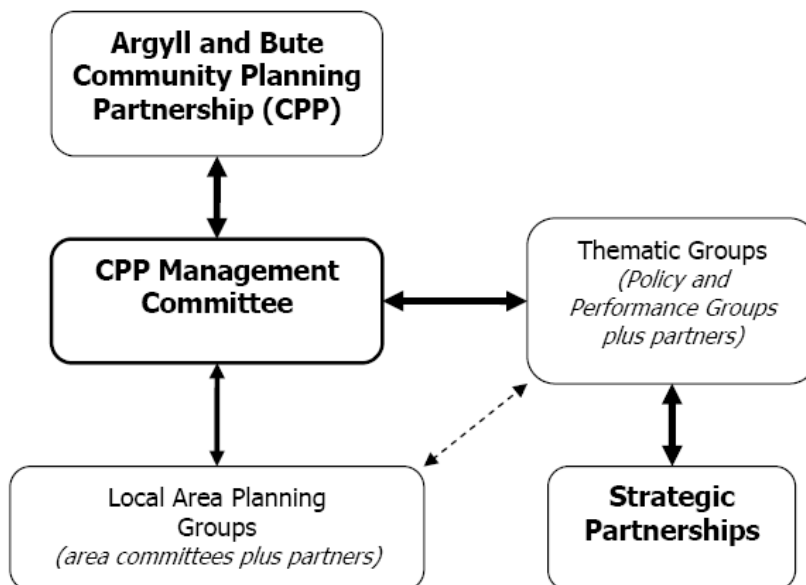
With people and communities fully engaged in community planning processes:

- Our services can truly meet the needs of people who use them or are affected by them
- We can achieve the priorities set out in Argyll & Bute Community Plan
- Everyone involved can get a lot more out of working together – new skills and knowledge, feeling useful and valued in our work and our communities, embracing and celebrating our diversity and even make new friends and have fun.

**Monitoring and Evaluation**

Community Engagement will be monitored and evaluated by creating and monitoring annual community engagement plans.

This Community Engagement Strategy is part of a suite of “How we do things” which includes a **Planning and Performance Management Framework** (PPMF); a Community Engagement Strategy; a Communications Strategy; and a Public Performance Reporting Strategy. The CPP framework within which this Community Engagement Strategy sits is encapsulated in the following diagram.:



High level Community Engagement aims are translated into priorities which influence the corporate plans of the Council or one or more of its partners. A template for community engagement plans is at Appendix 5. These will form the basis for monitoring the impact of community engagement on shaping services, as well as the measuring engagement against the National Standards for Community Engagement.

### **Conclusion and Key Actions**

This strategy and associated Action Plan sets out an ambitious series of activities to widen and deepen community engagement across Argyll and Bute. It builds on much of the existing activity and indicates a commitment and determination as a partnership to deliver improved services for the people of Argyll and Bute.

#### **Key Actions**

- Build the capacity of all stakeholders in engagement processes
- Improve communications
- Develop infrastructure to insure community engagement is well supported
- Develop role of Local Area Planning Groups as key area based mechanism to monitor and coordinate local community engagement activity
- To consult widely and continuously reinforce key message

## Appendix 1:

## Community Engagement Framework

<b>Community Planning Level Engagement</b>	
<b>Internal Stakeholders:</b>	Council and formal Community Planning Partners
<b>Community Stakeholders</b>	Communities and Service Users
<b>Areas for Engagement:</b>	Community Plan and SOA
<b>Engagement informs:</b>	Community Plan, and SOA; and to Corporate Plans of Council and partners. Cascades to strategic, area and thematic partnerships
<b>Engagement reporting:</b>	
<b>Reporting themes:</b>	Community Plan and SOA deliverables Improving for the future
<b>Report to:</b>	CPP Management Committee

<b>Corporate Level Engagement (eg Council)</b>	
<b>Internal Stakeholders:</b>	Council, Executive, SMT, PPGs, Area Committees
<b>Community Stakeholders:</b>	Communities Service Users
<b>Areas for engagement:</b>	Corporate Plan and other strategic plans
<b>Engagement Informs:</b>	Corporate Plan, SOA, and cascades to inform other Strategic Plans, Service Plans, Area plans, Thematic plans
<b>Engagement reporting:</b>	
<b>Reporting themes:</b>	Corporate deliverables Customer satisfaction against corporate priorities Improving for the future
<b>Report to:</b>	Executive, SMT and cascades to inform PPGs- and Area Committees

<b>Service Level Engagement</b>	
<b>Internal Stakeholders</b>	SMT and DMTs
<b>Community Stakeholders</b>	Communities Service Users Statutory and non statutory Consultees eg School Parent Councils, Community Councils etc
<b>Areas for Engagement</b>	Service Plan/service priorities/customer satisfaction
<b>Engagement Informs:</b>	Service priorities and unit/area/thematic plans as appropriate.
<b>Engagement reporting:</b>	
<b>Reporting Themes:</b>	DMT, SMT, and cascade to Executive, PPGs or Area Committees as appropriate
<b>Report to:</b>	

<b>Area Engagement</b>	
<b>Internal Stakeholders</b>	Area Committees with relevant CPP partners
<b>Community Stakeholders</b>	Local Community Groups Service Users
<b>Areas for Engagement:</b>	Area priorities. Corporate and Area plan deliverables Improving for the future Place making
<b>Engagement Informs:</b>	Area plans and in turn corporate and thematic plans
<b>Engagement reporting:</b>	
<b>Reporting Themes:</b>	Outcomes and Customer feedback Area Plan and corporate plan deliverables (at area level) Place Making
<b>Report to</b>	Area Committee CPP partners/Services



<b>Thematic Level Engagement</b>	
<b>Internal Stakeholders:</b>	Policy and Performance Groups/CPP Partners/Services
<b>Community Stakeholders:</b>	Community Groups Service Users
<b>Areas for Engagement</b>	Thematic priorities Outcomes and customer feedback Improving for the future
<b>Engagement Informs:</b>	Corporate and Community Plans, SOA and in turn informs Area plans and service plans
<b>Engagement reporting:</b>	
<b>Reporting Themes:</b>	Development of policy themes Outcomes and customer feedback Improving for the future
<b>Report to:</b>	PPGs, Services and relevant CPP partners (including Strategic Partnerships)

Appendix 2

**National Standards**

10 national standards for community engagement

**THE INVOLVEMENT STANDARD**

We will identify and involve the people and organisations that have an interest in the focus of the engagement

**THE SUPPORT STANDARD**

We will identify and overcome any barriers to involvement

**THE PLANNING STANDARD**

We will gather evidence of the needs and available resources and use this evidence to agree the purpose, scope and time-scale of the engagement and the actions to be taken

**THE METHODS STANDARD**

We will agree and use methods of engagement that are fit for purpose

**THE WORKING TOGETHER STANDARD**

We will agree and use clear procedures that enable the participants to work with one another effectively and efficiently

**THE SHARING INFORMATION STANDARD**

We will ensure that necessary information is communicated between the participants

**THE WORKING WITH OTHERS STANDARD**

We will work effectively with others with an interest in the engagement

**THE IMPROVEMENT STANDARD**

We will develop actively the skills, knowledge and confidence of all the participants

**THE FEEDBACK STANDARD**

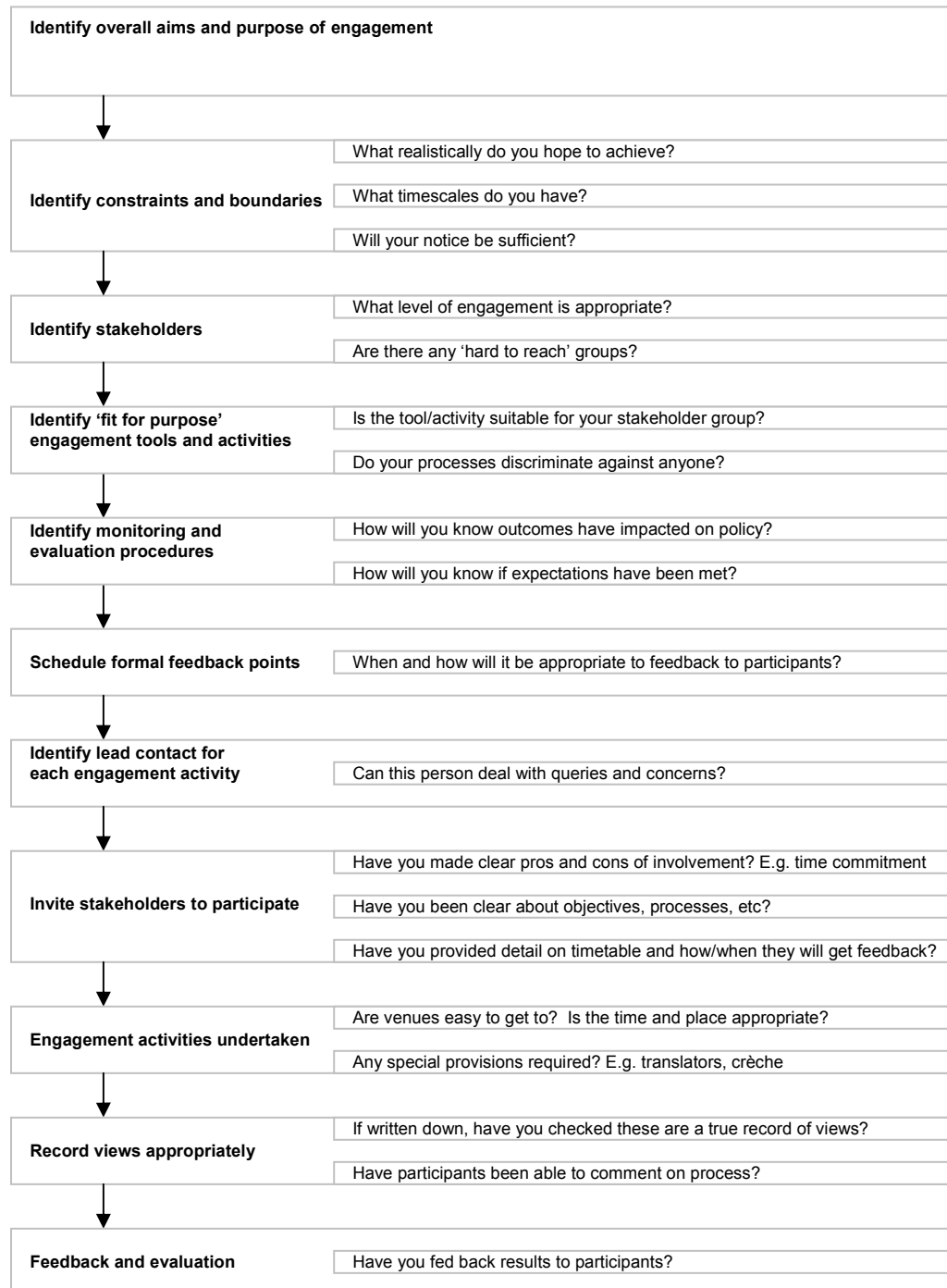
We will feed back the results of the engagement to the wider community and agencies affected

**THE MONITORING AND EVALUATION STANDARD**

We will monitor and evaluate whether the engagement achieves its purposes and meets the national standards for community engagement

Appendix 3

**Guidelines for planning community engagement**



## Appendix 4

## Glossary of Terms

<b>Active Citizenship</b>	Active citizenship is where local people become involved in community life, either formally, through local groups and institutions, or by taking part in events or activities that help define local issues and bring about changes in their local area that aim to improve the overall quality of life. Active Citizenship is one of the key elements of Community Empowerment.
<b>Capacity Building</b>	Capacity Building is the provision of support to ensure that organisations, individuals or networks have the skills, knowledge, structures and resources to realise their full potential. Capacity building support can take many forms, including direct facilitation and training, transferring knowledge and expertise, through financial investment or in any combination of these.
<b>Citizens' Panel</b>	The Citizens' Panel is made up of a representative sample of local people across Argyll and Bute (approx. 1000), who are asked to provide their opinions about the efficiency and effectiveness of local services and how they might be improved.
<b>Community Empowerment</b>	The term community empowerment refers to the development of strong, active and empowered communities, in which people are able to do things for themselves, define the problems they face, and tackle them in partnership with public bodies. Community empowerment involves three essential elements: active citizenship, strengthened communities and partnership in meeting public needs. Its practical process is community engagement.
<b>Community Engagement</b>	Community engagement is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well being of those people.
<b>Community Development</b>	Community Development is the process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. Community development is strongly influenced by values which include equality, accountability, choice, mutuality and continuous learning, community development practitioners are one of the basic support needs to harness community action (see above).
<b>Equalities</b>	Elimination of all types of discrimination and giving equal access to services
<b>Focus Groups</b>	A focus group is a group of people who have been brought together to discuss a particular subject in order to solve a problem or suggest ideas.
<b>Local Area Planning Groups</b>	
<b>Local Community Planning Groups</b>	Each of the 4 administrative areas of Argyll and Bute has a range of Local Community Planning Groups, which brings together representatives from the Community Planning Partners to identify and address the needs and concerns of local areas at a local level.
<b>Local Action Plans</b>	Local action plans result from a process of structured community engagement, undertaken by local people, with the aim of developing a comprehensive, shared vision for that community. The process of developing local action plans has grown and matured to be a powerful vehicle for community engagement that delivers huge rates of participation within communities.
<b>Performance Indicators</b>	Performance indicators are a set of standards which partnerships can use to measure performance over time.
<b>Planning and Performance Framework</b>	The systematic means of planning of the delivery of objectives, monitoring progress and amending actions where required to ensure outcomes are delivered
<b>SOA</b>	The Single Outcome Agreement is an agreement between the Community Planning partnership and the Scottish Government. The regulation of SOA's is set out within government guidance in a way that gives freedom and flexibility to local government to choose its own priorities and targets, including how success will be measured.
<b>Social Enterprise</b>	(see also: <i>Community Enterprises</i> ) Social enterprises are enterprises with a primary social purpose. They have some form of social or community ownership structure and recycle surplus profits instead of paying out to shareholders or owners. Social enterprise is often seen as a way of supporting public service delivery through combining social aims with creating earned income, thereby generating financial sustainability.
<b>Stakeholders</b>	All organisations and individuals with an interest in a particular issue or service.
<b>Thematic Groups (PPG's)</b>	The four thematic groups (PPG's) allows the CPP to group similar issues together so we can work efficiently to improve the quality of life in Argyll and Bute. The groups report regularly to the CPP Management Committee.
<b>Third Sector</b>	Third sector is the overarching term for organisations and groups that operate other than for private profit. In general, the sector is made up of voluntary and community organisations together with social enterprises and social firms. Charitable status is not a defining characteristic and the definition includes organisations that have registered as companies or are involved in campaigning and advocacy.
<b>Tool-kit</b>	Term used to describe a guidance document to help others implement actions.
<b>Voluntary sector</b>	Voluntary Sector is a generic term for the wide field of non-profit making organisations that operate across many different themes. The voluntary sector is generally considered to refer to larger more formal charities or organisations, rather than the smaller community sector organisations which tend to be place-based. Many national voluntary sector organisations and networks employ large numbers of staff and have significant turnover in either fundraising, endowments or earned income. At the other end of the scale, there are many self-help voluntary groups which share a common interest or cause and are largely run by volunteers



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