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COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE MEETING

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held in the Rooms JO3, JO5 and JO7 at the Mid Argyll Hospital on **WEDNESDAY, 20 JANUARY 2010** at **10.00AM**

AGENDA

1. **WELCOME/APOLOGIES**

2. **MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 16 SEPTEMBER 2009**(Pages 1 - 6)

3. **MATTERS ARISING**
   a) Performance Management Update – Brian Barker (Pages 7 - 22)

4. **CMAL - LORNA SPENCER**

5. **LEGACY FOR SCOTLAND - WILLIE YOUNG**(Pages 23 - 26)

6. **RTC REDUCTION - PROJECT UPDATE - DAVID PENMAN, STRATHCLYDE FIRE & RESCUE**(Pages 27 - 30)

7. **WATER RESCUE PROVISION - RAYMOND PARK - VERBAL UPDATE**

8. **RISK REGISTER - BRIAN BARKER**(Pages 31 - 48)

9. **YOUTH FOCUS UPDATE - ROANNA TAYLOR**(Pages 49 - 50)

10. **YOUNG PEOPLE RESEARCH - PRESENTATION - RUTH SIME, HIE**(Pages 51 - 56)

11. **NHS SERVICE REDESIGN - DEREK LESLIE**(Pages 57 - 60)

12. **LOCAL DEVELOPMENT PLAN - SYBIL JOHNSON**(Pages 61 - 62)

13. **THIRD SECTOR INTERFACE - BRIAN BARKER**(Pages 63 - 142)

14. **SCOTTISH ENTERPRISE ACTIVITY REPORT**

    (a)   April - September 2009 (Pages 143 - 160)
    (b)   October - December 2009 (Pages 161 - 196)

15. **PARTNERSHIP FEEDBACK**
    a) Strategic Partnerships – Eileen Wilson (Pages 197 - 206)

16. THEMATIC COMMUNITY PLANNING GROUP FEEDBACK

    (a)   Social Affairs - 9 November 2009 (Pages 207 - 208)
    (b)   Environment - 12 November 2009 (Pages 209 - 210)
    (c)   Economy - 25 November 2009 (Pages 211 - 212)

17. LOCAL AREA COMMUNITY PLANNING GROUPS

    (a)   Bute and Cowal
          i.   3 November 2009
          ii.   12 January 2010 (Pages 213 - 214)

    (b)   MAKI
          I.   4 November 2009
          II.   13 January 2010 (To Follow) (Pages 215 - 216)

    (c)   Helensburgh and Lomond
          i.   17 November 2009
          ii.   19 January 2010 (Meeting Postponed) (Pages 217 - 218)

    (d)   Oban, Lorn and the Isles
          I.   2 December 2009
          II.   13 January 2010 (To Follow) (Pages 219 - 220)

18. AOCB
    a) Wilful Fire Raising – Geoff Calvert
    b) European Funding – CPP Ringfenced Funding Bid Approved

DATE OF NEXT MEETING: 24 MARCH 2010 - OBAN FIRE STATION

Note: The Funding Hub that was scheduled to follow on from this meeting has been cancelled.

ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP

MINUTES of MEETING of COMMUNITY PLANNING MANAGEMENT COMMITTEE
Held in Community Fire Station, Oban on
Wednesday 16 September 2009

Present:

Sally Loudon	Argyll and Bute Council
Raymond Park (Chair)	Strathclyde Police
Jane Fowler	Argyll and Bute Council
Eileen Wilson	Argyll and Bute Council
Brian Barker	Argyll and Bute Council
Douglas Cowan	Highlands and Islands Enterprise
Derek Leslie	NHS Highland
David Penman	Strathclyde Fire and Rescue
Geoff Calvert	Strathclyde Fire and Rescue
Gemma Gibb	Strathclyde Fire and Rescue
Peter Russell	Scottish Government
Andrew Campbell	Scottish Natural Heritage
Frances Webster	Skills Development Scotland
Isobel Millar	Skills Development Scotland
Alan Murray	Strathclyde Partnership for Transport
David Price	Association of Argyll and Bute Community Councils
Glenn Heritage	Argyll and Bute Volunteer Centre
John Davidson	Islay and Jura CVS

In attendance:

Joyce Cameron (Minutes)	Argyll and Bute Council

Apologies:

Malcolm MacFadyen	Argyll and Bute Council
David Dowie	Scottish Government
David Duthie	Hitrans
Keith Philip	Strathclyde Police
Scott Armstrong	Visit Scotland
Roanna Taylor	Argyll and Bute Young Scot/Dialogue Youth

ITEM	DETAIL	ACTION
1.	**WELCOME** Raymond Park welcomed everyone to the meeting and noted apologies.	
2.	**MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 22 JULY 2009** Minutes of previous meeting dated 22 July 2009 were agreed.	

ITEM	DETAIL	ACTION
3.	**MATTERS ARISING**	
	Ag Item 6 Thematic Groups – Item is covered within this agenda.	
	Ag Item 7 Community Planning Conference – Eileen Wilson advised that this is still work in progress.	
	Ag Item 10(b) Action point should read via ABVC	
	3a) THIRD SECTOR INTERFACE	
	Brian Barker advised that there have been four responses to the third sector interface and ODS Consulting had been appointed to undertake the work in relation to this. The consultants have been briefed and provided with initial contacts. The report will be completed by the end of October.	
	3(b)(i) THIRD SECTOR POSITION STATEMENT AND DIAGRAM LINKS	
	Glenn Heritage briefed the Management Committee on the content of the position statement from the Third Sector Partnership. Brian Barker advised that whilst good progress is being made there still needs to be a dialogue between CPP and Third Sector on development of the interface.	
	The paper implies that the Third Sector Partnership will become the interface. This is not necessarily the case, the interface will be developed through dialogue based on the outputs from the research. The dialogue will include the Third Sector partners and others providing support to the Third Sector – including the island CVSs.	
	The draft terms of reference and structure for the Third Sector Partnership are available from Glenn Heritage.	
	3(b)(ii) – ISLAY AND JURA CVS RESPONSE	
	John Davidson advised that there has been particular success with dialogue between IJCVS and Bute Community Links. Legal advice is currently being sought about the scope and remit of the island CVSs in advance of plans to merge the two organisations.	
	A separate update from Bute Community Links was also circulated.	
4.	**DRAFT COMMUNITY PLAN**	
	Eileen Wilson advised that the Draft Community Plan had been e-mailed	

ITEM	DETAIL	ACTION
	to all partners on Friday 11 September. Key points from the discussion were: • To review wording around some of the economy priorities • To review wording on DriveSafe to reflect new priorities for the partnership • That the plan needs to be more dynamic and respond to future changes/challenges – though it was noted that it is not set in tablets of stone. • Whilst budgets are not yet detailed in the plan, this work should be undertaken. The Community Plan priorities and content were agreed in principle David Penman to present more detail on DriveSafe and road traffic collision statistics to the next meeting. **Action Points** **Any feedback/comments on the Community Plan to be with Eileen Wilson by the end of September.** **Strathclyde Fire and rescue to provide an update at the next Management Committee meeting.**	 **All Partners** **David Penman**
5.	**DRAFT SOA ANNUAL REPORT** The draft report was considered and agreed. Discussion on the annual report touched on the traffic lights highlighting performance levels and the fact that it was the responsibility of all partners to support action to address "red" traffic lights – not the lead partner alone. All partners welcomed the fact that discussion was now focusing on performance and how to address weak areas. It was noted that the development of scorecards for Community Planning would make performance management easier and Sally Loudon reported that she has asked the Council's internal audit team to verify the data in performance scorecards . Derek Leslie highlighted the progress in the last year towards evidence based accreditation of performance.	
6.	**RISK REGISTER UPDATE** The paper was agreed with the following changes; Risk No.6 Wording revised to "Potential increase in drugs misuse due to economic climate."	

ITEM	DETAIL	ACTION
	<u>Risk No. 19</u> Changes are to be made to the wording. **Derek Leslie to provide details to Brian.**	**Derek Leslie**
	<u>Risk No.10</u> Possibly no longer a risk in current form. Revise wording to reflect risks relating to infrastructure to support renewables.	**Brian Barker**
	Action Point **Column to be added detailing mitigating actions**	**Brian Barker**
7.	**SKILLS DEVELOPMENT SCOTLAND** Isobel Millar gave a presentation on Skills Development Scotland. Questions and discussion highlighted important links between the work of Skills Development Scotland and other partners – for example existing links with Employability and possible links with the Strathclyde Fire and Rescue Young Firefighters scheme. Isobel indicated that it would be possible to provide some data at area level.	
8.	**HIE COMMUNITY ACCOUNT MANAGEMENT** This paper was noted. **Action Point** **Data for fragile areas will be extracted and circulated.**	**Douglas Cowan**
9.	**FAIRER SCOTLAND FUND** Brian Barker advised that the funding is ring fenced this year but not next. Given the uncertain position of public sector finances and the impending decision on the Council's review of Community Learning & Regeneration (some of which is funded by FSF), the Management Committee agreed to adopt a cautious approach and confirm that, FSF should not be allocated until the position is clearer. The process of reviewing whether currently funded activity continues to receive funding should continue by the FAB Assessment Panel. **Action Point** **Update at future Management Committee Meeting**	**Brian Barker**
10.	**HIE ECONOMIC UPDATE** This report was welcomed and should continue to come to future meetings. Douglas highlighted that Dunoon and Rothesay are currently	

ITEM	DETAIL	ACTION
	experiencing significant challenges in unemployment levels and are the priority areas for targeted intervention. Campbeltown is in a similar position regarding unemployment levels, but the current partner activity supporting major investment provides a positive framework for tackling the issue **Action Point** **Douglas was asked to provide more detail on the Scottish Futures Trust.**	**Douglas Cowan**
11.	**CITIZEN'S PANEL** This paper was noted. **Action Point** **After each Citizen Panel survey Partners were asked to feedback detail on how they use the Citizens Panel information to show that the information is being used in consideration of changes to plans and service delivery. This would be collated and fed back to survey participants.** **A calendar will be developed to show the timing and content of future surveys**	**All Partners** **Eileen Wilson**
12	**FUNDING UPDATE** a) **EUROPEAN FUNDING** A calendar will be developed to show times and content of future surveys. It was advised that there is funding available for CPP. A short list of projects has been put forward indicating likely priority areas. b) **FUNDING HUB MINTE OF 22 JULY 2009** This paper was noted.	
13.	**THEMATIC COMMUNITY PLANNING GROUP FEEDBACK – a), b) and c)** All the Thematic groups have had meetings with some issues being raised. The groups are at a very early stage and are moving forward positively. A question of "where does transport fit in" prompted discussion and recognition that there will be topics that cross one or more themes. It was advised that scorecards will be presented to CPP Management	

ITEM	DETAIL	ACTION
	Committee in the future with a brief report on successes and planned actions.	
14	**LOCAL AREA COMMUNITY PLANNING GROUPS** Eileen Wilson advised that more preparation work needs to be done based on initial experience with the Thematic Groups. The first round of meetings is now scheduled for November.	
15	**2010 CPP MEETING SCHEDULE** This paper was noted.	
16.	**AOCB** David Price invited the group to the AGM of ACVS/VC which is being held in the Council Chambers at 12 noon on Tuesday 13 October 2009. Derek Leslie highlighted that the Scottish Ambulance Service have an important role in public service delivery and so should have a role in Community Planning because of the potential to deliver more in partnership. **Action Point** **Raymond Park to invite the Scottish Ambulance Service to the Management Committee on 11 November 2009.**	**All Partners** **Raymond Park**
	DATE OF NEXT MEETING: 11 November at HIE Offices, Lochgilphead	

Argyll and Bute Community Planning Partnership

Management Committee

20 January 2010

Performance Management Update January 2010

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1.   SUMMARY

The Single Outcome Agreement (SOA) for 2009 - 2012 can be accessed through the Council's performance management system, Pyramid which allows for regular updates on the performance for all indicators that were included in the approved SOA.

2.   RECOMMENDATION

That the CPP Management Committee:

1. Note the information from the attached paper

3.   BACKGROUND

With the approval of the SOA between the Argyll and Bute Community Planning Partnership and the Scottish Government, the document was input into Pyramid, to allow close monitoring of performance against the 15 national outcomes and the national indicators that included in the approved SOA.

The SOA is currently measured on a quarterly basis and close working links have been set up between partners in obtaining accurate and current data. However, due to the nature of some of the indicators that have been used, some are non measurable on a quarterly basis. This applies to partner data and some national indicators. Where this problem arises, the quarterly figure which is reported is reflected on the progress that has been made in the indicator's reporting period. The indicator will be measured quarterly, based on the data that has been provided.

Partners are encouraged to provide data on a quarterly basis although some measures can be reported on a period more regularly than quarterly e.g. monthly, bi-monthly.

Explanations on the performance of indicators which are non-measurable on a quarterly basis would allow comments to be added into the system and would highlight any difficulties or progress that has been made for each quarter.

There are instances in the SOA, where the targets for indicators are not specific. This is the case for, both, partner data and national indicators. Where this is applicable, modest targets have been set by Argyll and Bute Council to allow performance to be reported.

4.   **KEY FINDINGS**

The key findings from the research can be summarised as follows:

National indicators

- For the majority of national indicators, data is collected through Scottish Household Survey and Scottish Neighbourhood Statistics
- Data for Argyll and Bute and at a national level is not available on a quarterly basis, with some not available on an annual basis

Argyll and Bute Council

- Data can be reported quarterly as the Corporate Plan is updated on a monthly basis
- Indicators used in the SOA are combinations of success measures. The targets are not numeric, so are reflected on the table as achieve a green traffic light.

Argyll College

- Data is available on a annual basis, following completion of the academic year

Argyll and Bute CHP/NHS Highland

- Agreement in place to access regular information through the NHS Board meetings held on a bi-monthly basis. Some indicators are not available on a quarterly basis with explanations provided by NHS Highland/Argyll and Bute CHP.

HIE

- Data is available on an annual basis
- Indicators normally reported at the end of each financial year

Strathclyde Police

- Regular data provided by Strathclyde Police for the majority of their measures can be reported on a quarterly basis

Local Transport Strategy

- Updates available as Strategic Transportation, Argyll and Bute Council receive information

SEARS

- Awaiting data for most measures

The attached table highlights the last update that has been provided for each target, the status of each indicator as it appears on Pyramid highlighting the recent performance and the frequency of measurement for each indicator as it is reported through Pyramid.

5.   NEXT STEPS

The table highlights to the CPP Management Committee of the indicators which require an update to be provided although as explained some indicators are not reported on a quarterly or annual basis and this may cause some difficulties in terms of reporting.

JANE FOWLER

Head of Improvement and Strategic HR, Argyll and Bute Council

13 January 2010

For Further Information Contact:

Stephen Colligan, Policy Assistant, Policy Assistant, stephen.colligan@argyll-bute.gov.uk , 01546 604472

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Measure	Description	Frequency	Last Update	Target	Comment	Lead Organisation	Status
Argyll and Bute Council							
ABC01	Tackling climate change	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
ABC02	Modernising Waste Management	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
ABC03	Sustainable Growth	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
ABC04	Education – Good to Better	Calendar Month		Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
ABC05	Modernising social work	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
ABC06	More homes, less homelessness	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
ABC07	Transport/Improving access	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟡
ABC08	Waterfronts and TCs	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
ABC09	Supporting growing business	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟡
ABC10	Improvement	Calendar	Nov	Target to be	Combination of	Argyll and Bute	🟢

		Month	2009	green	measures from Corporate Plan	Council	
ABC11	Process for change	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
ABC12	Community planning	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
ABC13	People management	Calendar Month	Oct 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
ABC14	Develop the third sector	Calendar Month	Dec 2009	Target to be green	Combination of measures from Corporate Plan	Argyll and Bute Council	🟢
NHS							
Measure	**Description**	**Frequency**	**Last Update**	**Target**	**Comment**	**Lead Organisation**	**Status**
NHS-H2	Children registered with dentist	Financial Quarter	FQ1 09/10	80%	Data available through NHS Highland Balanced Scorecard.	NHS	🟢
NHS-H3	Child healthy weight intervention programme	Financial Year	Nov 2009	275	Data available through NHS Highland Balanced Scorecard.	NHS	🔴
NHS-H4	Number of alcohol screenings	Financial Year	Sep 2009	2398 by 2010/11	Data available through NHS Highland Balanced	NHS	🔴

					Scorecard.		
NHS-H5	Reduce suicide rates	Financial Year	02/03 baseline	17.5 per 100,000	Data available from December 2009	NHS	🔴
NHS-H6	Reduction in smoking population	Financial Year	July 2009	51 quits per month	Data available through NHS Highland Balanced Scorecard.	NHS	🔴
NHS-H7	Proportion of new born children breastfed	Financial quarter	FQ1 09/10	36% by 2010/11	Data available through NHS Highland Balanced Scorecard.	NHS	🔴
NHS-E8	Reduce emissions	Financial year	FQ1 09/10	4% reduction by March 2010	Data available through NHS Highland Balanced Scorecard.	NHS	🟢
NHS-A10	12 week max wait for all outpatient referrals	Financial year	FQ3 09/10	Day case and in patient: 12 weeks (Mar 2010)	Data available through NHS Highland Balanced Scorecard.	NHS	🟢
NHS-A11	Maximum drug treatment waiting times	Financial year		TBC	No performance measure for 2009/10	NHS	
NHS-T4	Reduce number of psychiatric readmissions	Financial quarter	FQ1 09/10	68 readmissions by December 2009	Data available through NHS Highland Balanced Scorecard.	NHS	🔴

NHS-T6	Reduce hospital admissions	Financial quarter	July 2009	1582 admissions per 100,000 by March 2011	Data available through NHS Highland Balanced Scorecard.	NHS	🟢
NHS-T8	Older people with care needs	Financial year	Sep 2009	Older People cared for at home: 2010/11 - 60% Older people with complex care needs: 2010/11- 60% completed	Data available through NHS Highland Balanced Scorecard.	NHS	🟢
NHS-T9	Improve management of dementia patients	Financial year	FY 08/09	2659 per 100,000 by March 2011	Data available through NHS Highland Balanced Scorecard.	NHS	🔴
NHS-T10	Reductions on rates of attendance at A&E	Financial year	Oct 2009	98% wait <4 hours	Data available through NHS Highland Balanced Scorecard.	NHS	🟢
NHS-T12	Reduce older people emergency inpatients	Financial year	FY 07/08	34.5 admissions per 1,000 older people - (2008/9) 2,950 bed-days per 1,000 older	Data available through NHS Highland Balanced Scorecard.	NHS	🟢

Measure	Description	Frequency	Last Update	Target	Comment	Lead Organisation	Status
				people - (2008/9			
Strathclyde Police							
SP1a	Crimes of violence	Financial year	08/09	Reduce	Modest targets have been set by Argyll and Bute Council	Strathclyde Police	🟢
SP1b	Rate of domestic abuse	Financial year	07/08 baseline	Increase	Awaiting publication of data from Scottish Government	Strathclyde Police	🟢
SP2a	Anti-social offences	Financial year	07/08 baseline	Exceed baseline average		Strathclyde Police	🟢
SP2b	Detections for drugs supply	Financial year	08/09 baseline	Increase		Strathclyde Police	🟢
SP3b	Consultation survey on crime, misuse and safety	Financial year	No data	TBC	Data will be generated by a consultation undertaken by the CSP. No data yet available on this.	Strathclyde Police	
Argyll College							
Measure	**Description**	**Frequency**	**Last**	**Target**	**Comment**	**Lead**	**Status**

			Update			Organisation	
AC1	Increase in FE activity	Financial year	07/08 baseline	9,000 SUMs allocated by 2010/11	Figures only available on an annual basis and by academic year	Argyll College	🟢
AC2	Increase provision of HE activity	Financial year	No data	-	No real progress with this measure.	Argyll College	
AC3	Argyll college receives fundable body status	Financial year	No data	Funded directly by Scottish Funding Council	Figures only available on an annual basis and by academic year	Argyll College	🟠
Highland and Islands Enterprise							
HIE1a	New growth plans	Financial year	08/09 baseline	2010/11 - 30	Data only available at year end	HIE	🟢
HIE1b	Total of account managed businesses	Financial year	08/09 baseline	2010/11 - 80		HIE	🟢
OBSOLETE HIE1c	Businesses engaged in international business	Financial year	08/09 baseline		No longer a target for HIE	HIE	
HIE1d	Private sector earnings index	Financial year	08/09 baseline	2010/11 - 130	Data only available at year end	HIE	🟢
HIE2a	Number of account managed social enterprises	Financial year	08/09 baseline	2010/11 – 15 (cumulative)		HIE	🟢
OBSOLETE	Community	Financial	No data		No longer a	HIE	

Measure	Description	Frequency	Last Update	Target	Comment	Lead Organisation	Status
HIE2c	groups supporting renewable energy	year			target for HIE		
Local Performance Indicator							
Measure	**Description**	**Frequency**	**Last Update**	**Target**	**Comment**	**Lead Organisation**	**Status**
LPI01	Network road condition indicator	Financial year	08/09	2010/11 – Improve	Modest targets have been set by Argyll and Bute Council		🔴
LP102	Positive perceptions of neighbourhoods	Financial year	05/06 baseline	2010/11 – Increase	Modest targets have been set by Argyll and Bute Council		🟢
LPI03	Average net migration of young aged 16 – 24	Financial year	05/06 baseline	Long term target >0	Modest targets have been set by Argyll and Bute Council		
LPI04	'Young' age cohorts as proportion of population	Financial year	No data	2010/11- Increase	Modest targets have been set by Argyll and Bute Council		🟢
LPI05	Increased levels of net in-migration	Financial year	05/06 baseline	2010/11 >250	Data is available on a yearly basis through GRO Scotland. Modest targets set by Argyll and Bute Council.		🔴

Measure	Description	Frequency	Last Update	Target	Comment	Lead Organisation	Status
LPI06	Percentage of planning applications dealt with in 2 months	Financial year	07/08 baseline	2010/11 – 69%	This measure is referenced in from the Planning Scorecard.		🟡
LPI07	Proportion of population with Gaelic ability	Financial year	07/08 baseline	2010/11 – Increase	Modest targets have been set by Argyll and Bute Council	Argyll and Bute Council	🟢
LPI08	Visitor figures for selected attractions	Financial year	05/06 baseline	2010/11- Increase	1% increase set by Argyll and Bute Council		🔴
LPI09	Annual visitor numbers to Tourist Information Centres	Financial year	No data	2010/11 - Increase	1% increase set by Argyll and Bute Council		
Local Transport Strategy							
Measure	**Description**	**Frequency**	**Last Update**	**Target**	**Comment**	**Lead Organisation**	**Status**
LTS01	Fatal and serious injuries	Calendar year	FQ2 09/10	Targets set by Argyll and Bute Council	Data available on a quarterly basis through Strategic Transportation		🟢
LTS02	Slight injury casualties	Calendar year		Targets set by Argyll and Bute Council			
LTS03	Child killed or seriously injured	Calendar year		Targets set by Argyll and Bute Council			
LTS04/ABC 07b	3% increase of passenger on	Financial year	05/06 baseline	3% increase per annum			🟢

Measure	Description	Frequency	Last Update	Target	Comment	Lead Organisation	Status
	buses						
SEARS							
Measure	**Description**	**Frequency**	**Last Update**	**Target**	**Comment**	**Lead Organisation**	**Status**
SEARS 1a	Management arrangements	Financial year	07/08 baseline	2010/11– 200 per annum	Awaiting update on target	SEARS (Rural Payments and Inspections, Scottish Government)	🟢
SEARS 1b	Positive management	Financial year	No data	No targets set	Awaiting update on target	SEARS	
SEARS 2a	Reintroduction of beavers	Financial year	No data	2010/11 - Target 2010/11 Beavers arrive on site. Effective liaison mechanisms local stakeholders established	Awaiting update on target	SEARS	
SEARS 4	Success measure is still undecided	Financial year	07/08 baseline	2010/11 - Approval of management plan and implement to work towards 2015 target			🟢
National Indicators and Targets							
Measure	**Description**	**Frequency**	**Last**	**Target**	**Comment**	**Lead**	**Status**

				Update			Organisation	
NP02	Business start up rate	Financial year	2007	2010/11 - Increase			Scottish Government	🟡
NP07	School leavers positively employed	Financial year	FY 07/08	2010/11 - Increase	Data available through Scottish Neighbourhood Statisitics (SNS) – Awaiting release of latest staistics		Scottish Government	🟢
NP11	Dental disease in children	Financial year	05/06 baseline	2010/11 - >60%	Data available from SNS – Awaiting release of latest statistics		Scottish Government	🟢
NP17	Percentage of adults who smoke	Financial year	05/06 baseline	2010 - Reduce	Data available from SNS – Awaiting release of latest statistics		Scottish Government	🟢
NP18	Hospital admissions alcohol related	Financial year	03/04 baseline	2010/11 Reduce	Data available from SNS – Awaiting release of latest statistics		Scottish Government	🟢
NP20	Over 65s emergency inpatients	Financial year	06/07 baseline	2010/11 - Reduce	Data available from SNS – Awaiting release of latest statistics		Scottish Government	🟢
NP22	Homeless households in accommodation	Financial year	06/07 baseline	2012 – 100%	Data available from Community Support		Scottish Government	🟢
NP23	Reduce reconviction rates	Financial year	07/08 baseline	2010/11 - <38%			Scottish Government	🟢

NP27	House building rate	Financial year	06/07 baseline	2010/11 - Increase	Data available from SNS – Awaiting release of latest statistics	Scottish Government	🔴
NP28	Neighbourhood rating	Financial year	05/06 baseline	2010/11 - Increase	Data available from SNS – Awaiting release of latest statistics	Scottish Government	🟢
NP29	Problem drug users	Financial year	03/04 baseline	Long term - decrease	Modest targets set by Argyll and Bute Council	Scottish Government	🟢
NP33	Protected nature sites	Financial year	No data	No targets set	No data available at a local level. National data has been used.	Scottish Government	🟢
NP43	Perception of public services	Financial year	No data	2010/11 - Increase	Modest targets set by Argyll and Bute Council.	Scottish Government	🟢

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Agenda Item 5

Argyll and Bute Community Planning Partnership

Management Committee
20th January 2010

A Games Legacy for Scotland

1. SUMMARY

1.1 The purpose of this report is to advise Argyll and Bute CPP members of the content and approach of the Games Legacy for Scotland, which seeks to maximise the potential legacy for communities, individuals and for Scotland as a whole arising from the 2014 Commonwealth Games and other major events in the lead up to and beyond 2014.

2. RECOMMENDATIONS

Members are invited to:

2.1 Consider and endorse the Games Legacy for Scotland; and

2.2 Identify how community planning partners might contribute to maximising the opportunities arising from Glasgow 2014 to secure legacy benefits within Argyll and Bute.

3. BACKGROUND

3.1 On 23 July 2014 the Commonwealth Games will open in Glasgow, marking the start of 11 days of action across 17 sports, with competitors from 71 Commonwealth countries. Glasgow 2014 provides an opportunity to deliver wider health, social and economic benefits across Scotland. The learning from major sporting events elsewhere in the world is that if we are to be successful in achieving significant long lasting benefits for Scotland, we must plan and start work now. In December 2008 the Interim Games Legacy for Scotland was published with the full plan being launched in September 2009.

3.2 The plan is organised around 4 key themes; *active* Scotland; *connected* Scotland; *sustainable* Scotland and *flourishing* Scotland. These themes will allow further activity to be added to the plan as it evolves between now and 2014 and beyond. In addition the plan sets out what a successful legacy will be; how the activity to support delivery of legacy will be evaluated and how the

people of Scotland can get involved, particularly through volunteering. It also specifically identifies how a legacy for young people might be taken forward nationally and locally. The Plan takes a ten year timeframe which will grow over the months and years as it is populated with activities by communities, councils, businesses and wider community planning partnerships. Scottish Government have recruited a team of Legacy Officers for every Council and Health Board in Scotland to drive the legacy forward, specific to that area of the country. It also seeks to use the opportunities presented by London 2012 and other major events such as the International Children Games in 2011 and the Ryder Cup in 2014, to build a lasting and positive legacy. In Argyll and Bute we can include event such as the 2011 Scottish Six Days Orienteering Event to be held in North Argyll and which will attract up to 1000 competitors.

3.3 Above all, the Games provide a significant opportunity to increase and widen participation in sports and physical activity – currently around 2/3rds of the Scottish adult population is not taking enough physical activity to protect against serious disease.

3.4 **An Active Scotland**

There are opportunities across Scotland to increase use of a wide range of indoor community and council facilities, and outdoor facilities such as pitches, woodlands, parks, lochs and rivers, and cyclepaths. The Active Scotland element of the Games Legacy for Scotland aims to create a popular and high profile movement which motivates people across Scotland to become more active, setting personal goals to improve their health and fitness. The concept of Community Sports Hubs will support connectivity at local levels – bringing together potential participants with sports clubs, recruiting and retaining volunteers, supporting the capacity and skills of coaches, maximising the use of existing indoor and outdoor facilities, and bringing sports clubs together, depending on local circumstances and priorities. An Active Scotland website will promote the use of the range of facilities – private and public, indoor and outdoor – and opportunities available.

3.5 **A Connected Scotland**

Hosting Glasgow 2014 and London 2012 provides opportunities to promote our identities, to learn about the world and Scotland's place in it and to develop greater intercultural understanding. Curriculum for Excellence materials and the school online network (Glow) will enable schools to share ideas and resources and connect with each other in collaborative activities; through international programmes, exchanges and volunteering opportunities. Every local authority, community and school across Scotland will be encouraged to establish and maintain mutually

beneficial links with partners across the Commonwealth.

3.6 A Sustainable Scotland

There are three interrelated strands to the Games' Greener Legacy: the physical infrastructure to deliver the Games: the village, venues and transport links; specific projects to improve the built and natural environments and actions to use the Games infrastructure and associated projects to test and demonstrate more sustainable ways of living, working, travelling, and using resources.

3.7 A Flourishing Scotland

Glasgow 2014 will cost £373 million to deliver and there will be around £2 billion invested into major infrastructure projects as part of the run up to the Games. That spending brings opportunities to help existing or potential Scottish businesses prosper, to improve their skills and workforce, and to encourage them to apply for wider public sector contracts which are worth £8bn in Scotland. Business Club Scotland, for example, will inform Scottish businesses of all sizes about the full range of contract opportunities from major international events and the support they can get to take advantage of them. A Games Skills Plan will also be developed to identify the skills required to support delivery of the 2014 Games.

3.8 Issues

The All Scotland Group which brings together Local Authority and partner agency representatives to provide a Scotland-wide perspective on the 2014 Games has recently received a presentation on the Games Legacy for Scotland. It noted that although significant additional funding is unlikely to become available in support of the Games Legacy for Scotland, a wide range of opportunities could usefully be identified by councils individually and collaboratively to harness enthusiasm for the Games by building wherever possible on use of existing facilities, activity and strategies and supporting grassroots, community-based activity across sport, culture, learning, employability, sustainability and other themes to build an enduring legacy. Engaging communities will be a key factor in building success at local levels. Scottish Government continues to press the case for return of the £150 million lottery money diverted to support London 2012.

In Argyll and Bute we will identify potential joint projects and major events (not necessarily sport), which can drive forward the principles of the legacy through the CPP and reflect our strategic plan. Working closely with the Legacy Officer for NHS Highland, we intend presenting a seminar later in 2009 to discuss tangible ways Argyll and Bute CPP partners can work together in key theme

areas of the Games Legacy for Scotland covering current work and potential future partnerships.

4.   CONCLUSION

4.1   Despite the challenging economic climate, the proximity of London 2012 and Glasgow 2014 presents a once in a lifetime opportunity. The Games Legacy for Scotland seeks to identify ways in which the whole of Scotland can make the most of that opportunity to build a lasting legacy before during and after the Games. Members are asked to endorse the Plan and to encourage the Council and community planning partners to identify how they can contribute to maximising those opportunities and engage individuals and communities at a local level throughout Argyll and Bute.

For further information contact: Willie Young
                                    Principal Leisure Officer (Legacy Lead)
                                    Argyll and Bute Council

Telephone   01546 604121

ARGYLL AND BUTE COUNCIL   **Community Planning Partnership**

Management Committee   **20th January 2010**

Road Traffic Collision [RTC] Reduction

1   SUMMARY

1.1 Argyll and Bute has the unenviable reputation for being one of the worst areas   within the Strathclyde Fire & Rescue service area for serious and fatal road traffic collisions [14 deaths & 112 Serious Casualties 2008].

1.2 To meet these challenges a Road Traffic Collision Reduction Team [Team] was created [April 2009] consisting of 2 Community Fire-fighters and one Community Safety Coordinator. Initially the team were briefed to form relationships with other partners in road safety with a view to creating a comprehensive and sustainable framework for the delivery of road safety education and initiatives.

1.3 Members of the team have travelled extensively across the UK attending seminars and conferences and have developed a network of partners in other fire and rescue services and police forces around the country. From this many good exchanges of ideas and information have taken place.   This gathering of information has been invaluable to the team and as a result of this a number of interagency road safety initiatives have now taken place with others planned for 2010.

2   RECOMMENDATIONS

2.1 That SFR is recognised by all stakeholders to be a major contributor in the formulation and delivery of road safety policies and services within the Argyll and Bute service Area.

2 BACKGROUND

Delivering

3.1 The Team have been tasked with continuous statistical research to identify the frequency levels, trends and reasons why Argyll and Bute have the levels of serious and fatal road accidents. From this ongoing extensive research emerging trends and patterns are analysed. This intelligence is subject to further interogation to determine other varied and contributing factors such as demography, geography, lifestyle patterns, lack of service provision, local amenities and reduction measures that are already in place. The Team now seeks to enhance those existing measures and to develop new partnership ideas that are relevant to the environment of Argyll and Bute.

3.2 Examples of initiatives to improve road safety and promoting safe driving that have been undertaken are. "Real Time Crash Scenario" and education events delivered locally to major towns and island locations across Argyll and Bute, targeting young car enthusiasts who engage in dangerous driving and anti social behaviour attributed to their driving techniques

3.3 A "Bikers Breakfast" weekend, [spring 2010] is another event currently underdevelopment aimed at attracting motorcyclists into a local fire station [Inveraray] for free breakfast and delivery of road safety advice, trauma care advice and information on latest motorcycle safety equipment from manufacturers.

Improving and Evaluating

3.4 Continual analysis of statistics and trends is a function of the Team. This has led to innovative but sometimes simple approaches. For example during the period 01/04/09-30/06/09 colleagues across the Argyll and Bute Area spent 320 hours 45 minutes carrying out 260 home fire safety visits. A total of 610 occupants were visited in their own homes. The average time for each visit was 1.35hours. Of the 260 visits carried out 226 were categorised as being at low risk to injury from fire. However most visits were to occupants within the 41-60 years age group, the very group identified as being most vulnerable to accident/injury/death on the roads of Argyll and Bute. The Team have identified this as an opportunity to add value to the existing home safety initiative by including a road safety message at the time of visit to this identified vulnerable group.

3.5 Statistical analysis of road traffic collisions and the requirement to report findings through locally developed performance indicators allows the Team to continuously evaluate the effectiveness of approaches taken ensuring that casualty reduction measures are focused on the needs of Argyll and Bute. The Team have now began work closely with partners to educate all sections of the community about using our roads more safely, helping to find solutions to road safety problems with the aim of developing and implementing long term road safety solutions.

Results and Impact

3.6 The Team although recently formed have carried out research and study into road traffic collisions across the UK and Europe. The Team now seeks to enhance those existing measures that have been identified and to develop new ideas that are relevant to the environment of Argyll and Bute.

3.7 Frequency levels for road accidents across Argyll and Bute have been identified, the Most likely time of day has been identified from statistics gathered so far. The most likely geographic locations have been identified. Those most at risk have been identified. The starting point of those having accidents [post codes have been attributed] this allows accurate identification of entry/exit points to and from Argyll and Bute.

3.8 The Scottish national trend is that drivers in the 17-25 year age group have a disproportionate accident/injury/fatality rate. Research and analysis by the Team shows the most vulnerable age group over the last 3 years 2006-2008 in Argyll and Bute to be 41-60 year age group. One possible reason for this is that the younger population of Argyll and Bute is decreasing with the older population increasing.

3.9 It has been identified that serious and fatal road traffic collisions occur 1/3 more in North Argyll and Bute [North of Inveraray]. The population South of Inveraray is higher populated but still has 1/3 less serious and fatal road accidents.

3.10 The frequency and incident rate of road traffic collisions have been divided into time zones for analysis with some interesting findings. Mondays between 12:00-18:00 was the busiest time for road accidents in Argyll and Bute during 2008. It is nearly 3 times busier than the same time on a Tuesday, twice as busy as the same time on a Wednesday and 4 times as busy as the same time on a Sunday.

4 CONCLUSION

4.1 Road traffic collisions in which people are killed or injured result in high social and economic costs including a devastating impact on families, human pain and suffering. The effect of a serious or fatal road traffic collision can be acutely felt by the local community particularly within an area such as Argyll and Bute. Very often rescuers will know the casualty/fatality and this can have a lasting knock on effect. Experience shows that communities can be divided following an event when one

person survives and the other is seriously injured or killed. The cost per fatality in Scotland in 2007 was estimated to be in the region of £1.65million.[1] 2008 in Argyll and Bute there were 13 fatalities using the £1.65 million estimate this equates to £21.45 million.

The Scottish Government has now issued Scotland's Road Safety Framework to 2020. This framework sets targets for reducing fatality and casualty rates by 40% and 55% respectively. Milestones for a 30% reduction in fatalities have been set for 2015 and 43% reduction in serious injuries for the same period. The team have now adopted these targets and milestones with the intention of reducing the number of road traffic collision fatalities to below 10 by 2015, with the number seriously injured reduced to 74. The reduction in economic costs based of fatality estimates being approximately £7 million.

For further information contact:

Group Commander David Penman
Head of Community Safety
Strathclyde Fire & Rescue

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CPP risk register – review December 2009

The risks described below are the risks and assessed level of risk for the CPP. These were originally based on those in the SOA, but have been updated to reflect changed circumstances since the SOA was agreed. The right hand column in the table details recommended changes to the assessment based on changes since the last review in September 2009.

Note: the Council is currently reviewing its strategic risk register and is likely to introduce a risk framework where risks are grouped under a smaller number of headings. If this approach is successful, a similar change will be developed for the CPP risk register.

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R01	Impact of recession on funding for public services	Longer term effects of the recession reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand	All	Likelihood assessed as Almost certain (5) because we are in a recession and government finances are already stretched with commitments to mitigate the effects of the credit crunch and banking failures

Impact assessed as Major (4) because significant cuts in funding will impact on public services | High | Partners are reviewing budgets and service provision. Public sector partners now meet on a regular basis to maintain a joint view of future prospects and possible plans. | No change |

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R02	Lack of suitable employment and housing	Lack of suitable employment and housing within local communities requires people to work at a distance from their home.	2, 10	Likelihood assessed as Possible (3) Impact assessed as Moderate (3) This is a recognised issue - especially where service providers are serving smaller or more remote communities	Medium	Local housing strategy agreed with housing associations. Economic Development Action Plan in preparation by Council	No change
CPP-R03	Violence against people providing services	Violence and anti-social behaviour against personnel undertaking duties within the community	9, 11	Likelihood assessed as Unlikely (2) because of low incidence of violence Impact assessed as Minor (2) because of low levels of violent crime	Low	Partners undertake risk assessments or have policies in place for staff working in environments where they may be exposed to violence or anti-social behaviour	No change

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R04	Impact of geography on outcomes for individuals	Geography of islands and remote mainland with dispersed population creates difficulty for people to access all emergency service provision and emergency health and social care response with possibility of more severe outcomes than would be expected in other areas	9, 10, 15	Likelihood assessed as Likely (4) Impact assessed as Moderate (3) because of impact on people located at greater distances or in more remote locations from main service centres	Medium		No change
CPP-R05	Environmental pollution/contamination	Pollution and contamination of the environment as a result of dealing with operational incidents in an effort to save life or saveable property	12	Likelihood assessed as Unlikely (2) because of the historic pattern of incidents Impact assessed as Minor (2) because expected to be confined to a specific location	Low		No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R06	Increase in drugs misuse	Potential increase in drugs misuse due to economic climate	8, 9, 11	Likelihood assessed as Possible (3) Impact assessed as Moderate (3) because of possible impact on individuals	Medium		No change to risk rating. CPP requested review of risk description. Strathclyde Police suggest alternative wording of "Potential increase in drugs misuse due to economic climate"
CPP-R07	Lack of investment in transport infrastructure	Key schemes unable to progress due to insufficient investment in transport infrastructure	1, 2, 10, 11	Likelihood assessed as Likely (4) because of investment backlog and expected future financial pressures keeping investment at similar levels to current Impact assessed as Moderate (3) because of economic and service impact	Medium	Capital investment programme prioritised to minimise impact	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R08	Economic downturn – impact on regeneration projects	Focus on city regions and economic downturn draws investment away from rural areas; potential impact on CHORD town centre regeneration	1, 2, 10, 12	Likelihood assessed as Almost certain (5) because of the current economic situation in the UK and globally Impact assessed as Major (4) because of high reliance of waterfront regeneration projects on external investment	High	Economic Development Action Plan in preparation by Council to complement detailed programme management of the CHORD projects	No change
CPP-R09	Shortage of affordable housing – limiting economic investment	Shortages of good quality, affordable housing preventing economic investment in rural areas	1, 2, 7, 10, 11	Likelihood assessed as Likely (4) because of expected cuts in investment in social housing in Argyll and Bute by the Government Impact assessed as Moderate (3) because the ability to find a house is a continuing issue for people wanting to work in Argyll and Bute	Medium	Local housing strategy agreed with housing associations to guide and prioritise future investment	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R10	Economic, community and environmental benefits of renewables are not realised	Argyll and Bute has a significant (in UK and European terms) potential as a location to generate renewable energy. Lack of investment in generating capacity and the supporting infrastructure will have economic impacts as will the failure to realise community benefits. Investment in renewables needs to be managed sensitively to protect environmental assets and other sectors of the economy dependent on the environment (e.g. tourism)	1, 2, 12, 14	Likelihood assessed as Unlikely (2) because of the significant commitment to invest in Campbeltown by Welcon and the large interest in development of new renewables onshore and offshore. Concern still apparent relating to supporting infrastructure including grid capacity.

Impact assessed as Moderate (3) because of significant potential benefits of renewables to support local communities and the economy more generally | Medium | Renewable Energy Strategy is being prepared to focus future action within Argyll and Bute and to present the needs and potential of the area nationally | Risk name and description revised following CPP Management Committee meeting on 16 September 2009. Overall rating as a risk relating to renewables remains the same. |

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R11	Decline of remote and island communities	Continued decline of remote and island communities due to low or no economic growth and demographic change	2, 10, 11	Likelihood assessed as Likely (4) because of projected population trends

Impact assessed as Moderate (3) because of impact on objectives for remote and fragile communities | Medium | Local housing strategy and economic development action plan are important drivers to focus action by partners to support these communities. Local Area Community Planning Groups are also starting to consider this issue. | No change |

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R12	Low net inward migration of people of working age	Poor career opportunities discouraging inward migration	2, 3	Likelihood assessed as Possible (3) because of current economic conditions Impact assessed as Major (4) because of impact of poor career opportunities on sustainability of communities where economic growth is essential for their survival	Medium	Current attention is focused on protecting employment opportunities locally.	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R13	Continued net out migration of young people	Continued out migration due to lack of further education, higher education and training opportunities	3, 4	Likelihood assessed as Possible (3) because of current migration trends and continued need/desire of most young people to access university education outside the area Impact assessed as Major (4) because loss of young people will impact on sustainability of rural communities	Medium		No change

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R14	Demographic changes impacting on service demand and resources	Demographic / societal changes which increase demand for services beyond existing / planned budget levels	6, 11, 15	Likelihood assessed as Possible (3) because of projected population changes, moderated by the current review of service provision in key areas like elderly care

Impact assessed as Major (4) because a higher proportion of the population living to an old age and more people living longer will increase demand on a range of services including, health, social care, housing and transport | Medium | Health and a social care services are progressing through significant reviews to address these challenges. | No change |

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R15	Changing Government policy impacting on service demand	Changes to Scottish Government policy which increase demand for services beyond existing / planned budget levels	6, 11, 15	Likelihood assessed as Likely (4) Impact assessed as Moderate (3) because of changing financial position of Government and changes that are expected as the current position tightens	Medium	Regular contact maintained with Ministers, MSP and government officers	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R16	Lack of affordable housing - impact on families	Lack of affordable housing impacting on families in remote and rural areas and areas of urban deprivation, making it difficult for people to stay and/or settle in Argyll and Bute	6, 7, 8, 11	Likelihood assessed as Likely (4) because of impact of economic downturn on construction sector and possible lower future investment in social Impact assessed as Major (4) because of expected reduction in investment in social housing in Argyll and Bute by the Government (down from £22M to £11M for 2009/10)	High	Local housing strategy agreed with housing associations to guide and prioritise future investment	No change

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R17	Reduced attractiveness of Argyll and Bute for investors	Argyll and Bute is not seen as an attractive place to relocate to because of reduced investment in facilities and services for public and businesses	10, 11, 15	Likelihood assessed as Unlikely (2) because possible change from current position is low

Impact assessed as Minor (2) because of difficulty attracting investors, but this has been the case for many years and so impact less (concern is more about lost potential) | Low | Officers working on the Economic Development Action Plan are considering ways to promote Argyll and Bute as a distinct area. | No change |
| CPP-R18 | Delay to redesign of services for older people and impact on delayed discharges | Joint redesign of older peoples' services with the re-provision of NHS continuing care resources into the community (i.e. closure of NHS beds). Risk that lack of public and political acceptance of the solution will delay or prevent changes with consequent impact on delayed discharges. | 6, 7, 10, 11, 15 | Likelihood assessed as Likely (4) because of public and political sensitivities to this as a topic

Impact assessed as Moderate (3) because of possible public reaction to proposals and financial impact if change is delayed | Medium | | No change |

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R19	Delay to redesign of mental health services	Mental health service redesign with re-provision of services into localities and community services – risk that lack of public and political acceptance of the solution will delay or prevent changes.	6, 7, 10, 11, 15	Likelihood assessed as Likely (4) because of public and political sensitivities to this as a topic Impact assessed as Moderate (3) because of possible public reaction to proposals and financial impact if change is delayed	Medium		No change Wording needs to change to reflect the fact that this risk now relates more to the challenges of implementation

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Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R20	Delay to modernisation of NHS services	Modernisation of NHS services – moving from unscheduled care (emergency provision) to preventative/anticipatory care relating to achievement of HEAT targets. Issues include reducing hospital beds, providing more care in the community, sustainable out of hours emergency services in remote and island communities e.g. for a GP opting out, Scottish Ambulance Service response etc. Risk that lack of public and political acceptance of the solution will delay or prevent changes.	6, 7, 8, 10, 15	Likelihood assessed as Likely (4) because of public and political sensitivities to this as a topic Impact assessed as Major (4) because of possible public reaction to proposals and financial impact if change is delayed	High		No change

Are there any strategic risks that have been identified since the SOA was agreed that now need to be included in the CPP risk register?

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Risks are assessed using a combination of impact and likelihood using the criteria below. All risks are then classified as high, medium or low using a simple matrix to generate an overall assessment.

Likelihood

Likelihood of occurrence	Score	Description
Almost certain	5	Will undoubtedly happen, possibly frequently
Likely	4	Will probably happen, but not a persistent issue
Possible	3	May happen occasionally
Unlikely	2	Not expected to happen, but is possible
Remote	1	Very unlikely this will ever happen

Impact

Impact of occurrence	Score	Description				
		Impact on service delivery	Financial impact	Impact on people	Impact on time	Impact on reputation
Catastrophic	5	Unable to function, inability to fulfil obligations	Severe loss	Death	Serious – more than 2 years to recover pre-event position	Highly damaging, severe loss of public confidence
Major	4	Significant impact on service provision	Major loss	Extensive injury, major permanent harm	Major – 1-2 years to recover pre-event position	Major adverse publicity, major loss of confidence
Moderate	3	Service objectives partially achievable	Significant loss	Medical treatment required, semi permanent harm up to 1 year	Considerable – 6-12 months to recover pre-event position	Some adverse publicity, legal implications
Minor	2	Minor impact on service objectives	Moderate loss	First aid treatment non-permanent harm up to 1 month	Some – 2-6 months to recover	Some public embarrassment, no damage to reputation
None	1	Minimal impact, no service disruption	Minimal loss	No obvious harm/ injury	Minimal – up to 2 months to recover	No interest to the press, internal only

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Overall assessment

Likelihood	Impact				
	None	Minor	Moderate	Major	Catastrophic
Almost certain	Low	Medium	High	High	High
Likely	Low	Medium	Medium	High	High
Possible	Low	Medium	Medium	Medium	High
Unlikely	Low	Low	Medium	Medium	Medium
Remote	low	Low	low	Low	Low

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Agenda Item 9

**Argyll and Bute Community Planning
Partnership**

**CPP Management Committee
Wednesday 20th January 2010**

Youth Focus Update

1.   **SUMMARY**

1.1   The idea of Youth Focus is to enable young people to be better equipped to participate in the Community Planning process. Giving them skills and knowledge to engage more constructively; avoiding adult making assumptions on their behalf.

Youth Focus mirrors the full Community Planning Partnership by holding meetings four times a year, two weeks prior to the full partnership and discusses the same agenda, but in a young people friendly manner. The meeting is chaired by young people and is creative and interactive. At the end of each meeting, two reps are picked to attend the full partnership; with support, to put across the views of young people. They then feed back through the Young Scot website, to Youth Forums and youth groups and at the next meeting.

Youth Focus has held four meeting throughout 2008/2009. A total of 85 Young people have attended form the four areas of Argyll and Bute either through the Youth Forum, Pupil School Councils, the HELP project, Youth Projects, SYP or Young Scot. The quality of participation at these meetings has been extremely high.

Since the first meeting; Youth Focus has covered an introduction to Community Planning, equal opportunities and Community Engagement. Eight young people have been supported to attend the full partnership meetings or CPP seminars as representatives for Youth Focus.

2.1   Developing a participation culture takes time although Youth Focus has made some great progress and needs to continue the momentum, building on the experience and confidence of the young people who have been involved

Youth Focus is still in the early stages, and more work is needed to ensure the young people and partners get the most out of the

process. It has been recognised that more work needs to be done in the local areas preparing young people for attending meetings to make Youth Focus as productive as possible. The young people need to not only understand why they are attending, but also need to ensure they understand the needs and views of young people from their area/ interest group.

We have also missed a meeting which should have been held in early October, this has been due to the high workload of Young Scot, and a lack of time to organise. It is recognised that time, effort and commitment of resources are required to achieve worthwhile engagement.

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3. **CONCLUSION**

3.1 With Community engagement at the heart of Community Planning, and young people being an important part of our communities, Youth Focus has an important role to play in Argyll and Bute, it has an important role to play in strengthening the ability of young people to engage in Community Planning.

Although a lot more work is needed, the feedback has been very positive, both from young people taking part and partners. With the issues we face in Argyll and Bute, Youth Focus as part of the wider community engagement strategy is an appropriate and valuable tool. It is hoped that Youth Focus will provide a sustainable structure for ongoing engagement, allowing a real sharing of power in decision making.

For further information contact: Roanna Taylor

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**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date: Wednesday, 20th January 2010**

Title: Young People in the Highlands and Islands

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1. **SUMMARY**

   1.1 Population growth, economic success and sustainable communities are
   closely linked. This was recognised by HIE, and by other partners some
   years ago, leading to the aspiration of growing the region's population
   from less than 440,000 in 2005 to 500,000 by 2025.

   1.2 The demographic profile of the Highlands and Islands, compared to the
   rest of Scotland, is older. Of particular significance is the under-
   representation of young people aged 15-30. If the Highlands and Islands
   had the same demographic profile as the rest of Scotland there would be
   an additional 18,500 young people (25% more) in the 15 and 30 age
   range within the region. (4118 or 40% more for Argyll and the Islands)
   see Appendix 1.

   1.3 Across the Highlands and Islands over recent years there has been net
   inmigration in most age groups with the exception of substantial
   outmigration in the 16-20 age range, where around a quarter (c1560) will
   have left the Highlands and Islands by the age of 20. Note that for the
   region as a whole, the net outmigration of 16-20 year olds is counter-
   balanced by in-migration of those in their 20s, 30s and early 40s. (see
   appendix 2). Appendix 3 shows projections for the numbers of 15 to 30
   year olds in the region and sub-regions up to 2031.

   1.4 It should be noted that data presented related to the HIE area of Argyll
   and the Islands rather than Argyll and Bute Council area.

2. **RESEARCH BRIEF AND FINDINGS**

   2.1 In 2009 HIE published research designed to provide a better
   understanding of the migration choices of young people in the Highlands
   and Islands and to identify appropriate interventions which in their opinion
   would support population growth.

   The study used a mix of quantitive and qualitative research and obtained
   the views of almost 3,500 young people in the 15-30 age range including
   those not currently in the region. (367 responses from Argyll and the
   Islands).

   2.2 Some of the **key research findings** are outlined below. See appendix 4
   for more details. The comments focus on the regional picture with some
   significant variations for Argyll and the Islands noted.

- 72% of young people in the Highlands and Islands are very proud to be associated with the region, regardless of whether or not they still live there (A&I – 64%)
- Young people are very positive about the social and cultural aspects of life in the Highlands and Islands, 82% think that the region is a good place to bring up a family and 80% say the region is somewhere where they feel safe (A&I - 85%).
- More than half (52%) indicated the Highlands and Islands is somewhere that they wanted to live for the rest of their life.
- 72% of young people were concerned about economic opportunities that they perceived to be available (A&I 79%) and 56% about the availability of well paid jobs with 90% of leavers citing lack of career progression opportunities as a barrier to returning to the area.
- Almost half (48% felt there were insufficient opportunities to access further and higher education in their local areas (A&I – 55%).

3.   RECOMMENDATIONS

3.1 Recommendations for action suggested targeting those most easily influenced;
Reluctant Leavers - currently residing in the Highlands and Islands and would prefer to stay but due to a mix of personal, training or employment circumstances feel they must leave
Potential Returners - left the area, but are now interested in returning.
Potential New Residents - never lived in the region, but who are attracted by the opportunities available in the Highlands and Islands

3.2 Policy Areas;
Employment - Improving the perception of the employment opportunities, including self employment which are available in the region and increasing the number of well-paid jobs with career prospects, particularly at graduate level.
Education - enhancing the educational offering by UHI and associated colleges through a wider curriculum.
Environment – promoting and maximising the benefits of the social and cultural aspects such as the natural environment and strong community spirit. Other actions relate to addressing the challenge of ensuring adequate provision of affordable and appropriate housing, to enhancing the region's transport and ensuring high speed connectivity.
Engagement – ensuring effective communication between key stakeholders, public, private and third sectors and with young people within and outwith the region. However, the key to effective engagement with young people is to identify the messages and communication channels to enable successful delivery of these actions.

4.   CONCLUSION

4.1   The report provides a unique insight into perceptions of the Highlands and Islands by young people and highlights potential policy responses. Furthermore, the importance of addressing demographic imbalance must be recognised by all public agencies. Alignment and collaborative effort amongst public, private and third sectors is essential to ensure these challenges are addressed.

For further information contact: Ruth.sime@hient.co.uk
Report details   http://www.hie.co.uk/youth-migration.htm
Telephone   01397 708 260

Appendix 1 Gender and Age Distribution in Argyll and the Islands 2007

Bars show the Argyll & Bute population. Blue lines show Scottish population pro rata and red lines show Highlands and Islands population pro rata.

females   males

Source:
General
Register Office
for Scotland,
© Crown
copyright
2007

Ref: Z:\DATA\Popn\DREAM\People\Argyll&Butepro.xls\Argylltree 100

800 700 600 500 400 300 200 100   100 200 300 400 500 600 700 800
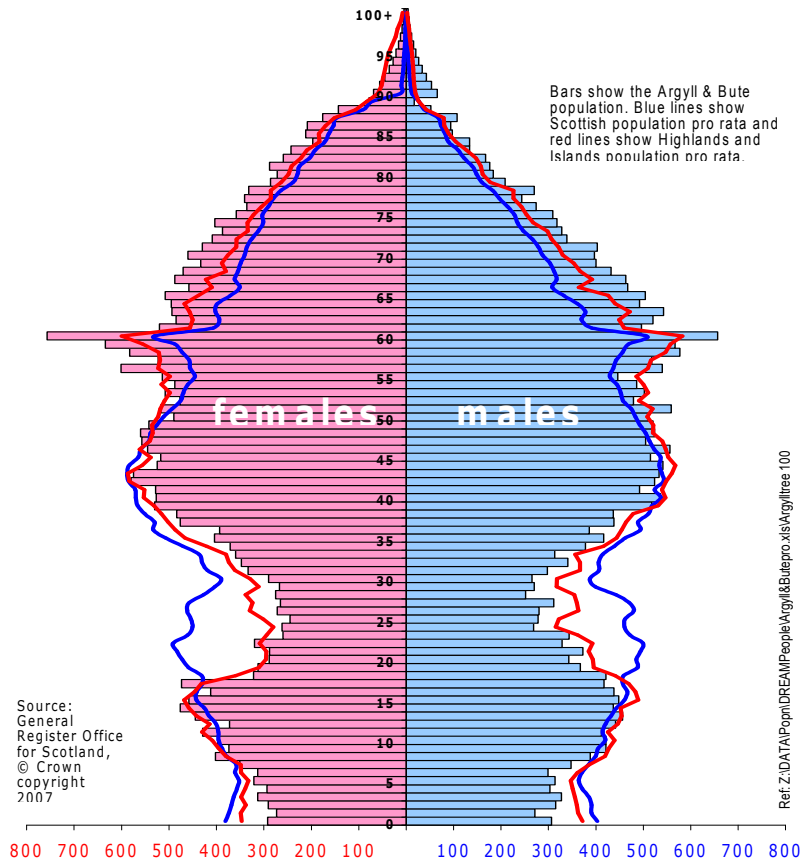
Appendix 2 Cumulative net migration by age in Highlands and Islands sub regions

Cumulative net migration by age: regions of the Highlands and Islands

Legend:
- Highlands and Islands
- Argyll and the Islands
- Caithness and Sutherland
- Innse Gall
- Inner Moray Firth
- Lochaber, Skye and Wester Ross
- Moray
- Orkney
- Shetland

Y-axis: Cumulative net migration to the area as a percentage of total population of the area

X-axis: Age (years)

Interpretation:

A positive figure at any given age means that more people up to that age have entered the area than left it since birth. A negative figure indicates more have left than entered.

In age ranges where the curve slopes upwards there is net in-migration. In those where it slopes downwards there is net out- migration. The steeper the curve, the higher the rate.

Where there is a corner in the curve the rate of migration changes. Where there is a peak or a valley the net direction of migration changes.

Source: General Register Office for Scotland
& DREAM®people

Ref: Z\Data\Popn\DreamPeople
\H&Ipro\cummig%cht

Appendix 3   15 to 30 year-old population projections: sub regions
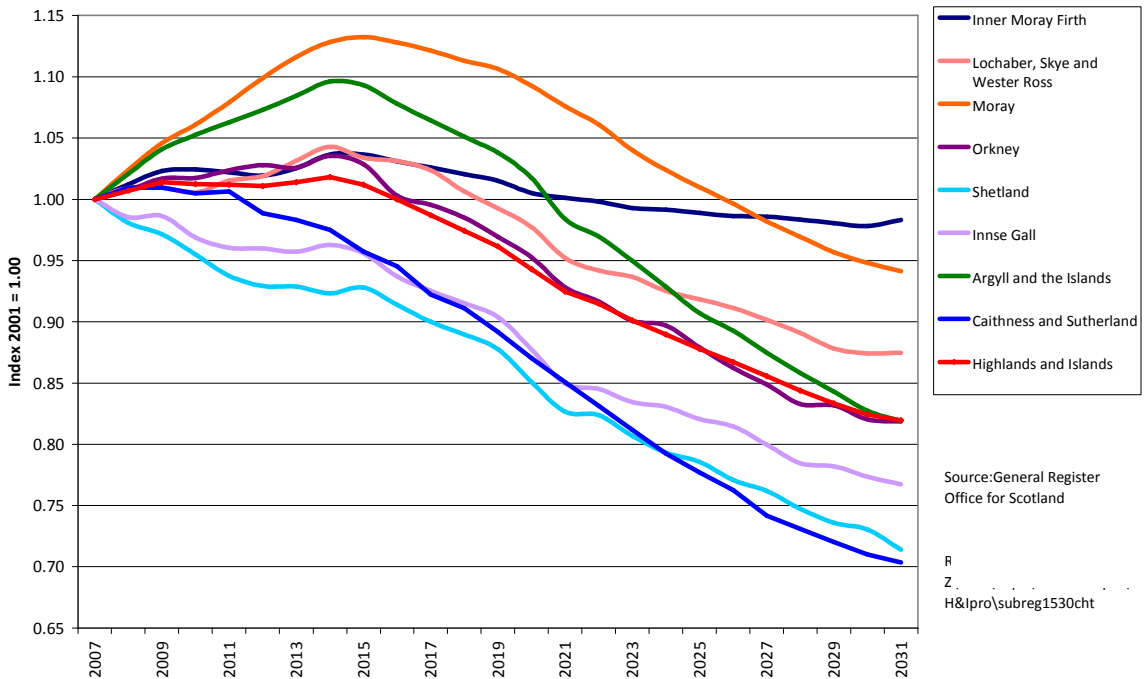
Legend:
- Inner Moray Firth
- Lochaber, Skye and Wester Ross
- Moray
- Orkney
- Shetland
- Innse Gall
- Argyll and the Islands
- Caithness and Sutherland
- Highlands and Islands

Y-axis: Index 2001 = 1.00

Source:General Register Office for Scotland

R
Z
H&Ipro\subreg1530cht

Appendix 4 Describing home communities by administrative and socio-economic region

% agreeing statement is applicable to their home community

	Highlands and Islands Enterprise local areas									Other distinct socio-economic areas		
	Highlands and Islands	Argyll and the Islands	Caithness & Sutherland	Innse Gall	Inner Moray Firth	Lochaber, Skye & Wester Ross	Moray	Orkney	Shetland	Inverness City	Fragile Areas	Areas of employment deficit
A good place to live as a teenager	50%	42%	50%	69%	55%	38%	44%	61%	62%	54%	51%	47%
Few opportunities to access university and college courses	48%	55%	65%	52%	46%	42%	43%	49%	58%	44%	50%	55%
A place I am proud to be associated with	72%	64%	76%	89%	72%	68%	61%	85%	86%	71%	78%	65%
Plenty of job opportunities	28%	21%	9%	17%	33%	26%	29%	35%	44%	38%	25%	21%
A good place to bring up a family	82%	84%	89%	94%	79%	78%	73%	93%	95%	78%	87%	81%
A place only suited to retired people	20%	28%	32%	12%	13%	25%	18%	14%	21%	10%	23%	26%
A place where I feel safe	80%	85%	88%	93%	72%	86%	66%	92%	94%	69%	93%	78%
A place where I want to live for the rest of my life	53%	50%	49%	58%	49%	61%	43%	60%	50%	47%	65%	44%
A place where everyone knows my business	56%	72%	89%	70%	36%	64%	42%	78%	69%	26%	74%	65%
There are few jobs which pay well	56%	57%	75%	68%	51%	57%	55%	61%	50%	46%	61%	60%
A place where it's OK to be different	35%	30%	29%	18%	39%	44%	38%	27%	33%	39%	36%	30%
A place which values its young people	31%	28%	27%	42%	29%	31%	26%	42%	47%	26%	41%	24%
A boring place in which to live	40%	53%	42%	23%	36%	48%	44%	23%	37%	36%	38%	47%

P219/SNAPanalysis2/areas/area table.xls

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Agenda Item 11

Argyll and Bute CHP

Mental Health in Argyll and Bute 2012
'Everyone's Business'

Paper for: Argyll & Bute Community Planning Partnership 20th January 2010

The Project Board is asked to note;

- Progress made by Service Design Groups
- Design issues requiring further work
- Proposal regarding Argyll and Bute Hospital transition plan
- Proposal to extend Service Design Group timescales

1. Background; The Cabinet Secretary for Health agreed Argyll and Bute CHP's proposal for a redesigned mental health service earlier this year.

A project plan was drafted which identified the approach and process, and described key groups which would be instrumental in developing the outline of Option 4 into a comprehensive description of the future service model.

Five Service Design Groups were established and given a brief to develop the detail of the service model. These groups are following the tiered model of mental health services from prevention and early intervention through to community and in-patient care. The groups will develop the service detail in a logical and sequential manner, ensuring that ultimately all the service proposals fit together to ensure a cohesive service.

Three of the groups;

- Group 1/2 – Primary Care, early intervention, Health Improvement
- Group 2/3 – Mental illness in the community and Crisis Response
- Group 3/4 – Long term conditions, severe and enduring

are concerned with the design of the new mental health service.

The Interface Group is looking at needs of client groups who come into contact with Adult Mental Health Services, e.g. Child and Adolescent Mental Health (CAMHS), Addictions, Learning Disability and Dementia.

The Infrastructure Group is looking at future reprovision of (non-clinical) support services.

A Workforce Planning Group has also been established.

2. Progress Report;

2.1 The Groups commenced meeting in October 2009. Terms of Reference and membership were agreed and approved.

A timescale for completion of the first phase of work was agreed for end November 2009. The outputs of the groups to be approved at the Project Board meeting of 10th December 2009.

2.2   At the Implementation Team meeting held on 7th December 2009 the Chairs of the Service Design Groups reported (appendix 1).

It is fair to say that the work is not yet completed but substantial progress has been made in each area and some of the outstanding matters are particularly complex and/or challenging and require intra-group work which has now been agreed.

2.3   Further work required;

2.3.1   Group 1/2;

- Agree if there is a role for voluntary sector in providing guided self-help worker service
- Agree job description for Primary Care Mental Health Worker with group 2/3
- Agree single point of entry to service
- Agree referral process
- Depression ICP – clarify GP role in monitoring medication
- Development of web-based and tele-health materials

2.3.2   Group 2/3;

- Agree staff profile of community mental health team with Groups 1/2 and 2/3
- Agreement on concept of self-referral
- Develop concept of a broader/bigger 'mental health' team including Dementia, Addictions, etc.
- Crisis response and out of hours. Chairs of Groups 1/2 and 2/3 agreed to take forward including gathering of data about need
- Position/location of Primary Mental Health Worker (PMHW)

2.3.3   Group 3/4;

- Agreed in-patient numbers and associated staff profile
- Medical manpower model
- Admission criteria (work with Group 2/3)
- Authority to admit to hospital
- NHS Continuing Health Care and Long-Stay – establish group to consider present/future needs
- Quick Wins – Psychotherapy developments

2.3.4   Argyll and Bute Hospital Transition Plan;

Proposal to reduce hospital wards from 6 clinical areas to the 4 clinical areas described in Project Plan (Acute, IPCU, Rehabilitation, Dementia Challenging Behaviour).
Quick Wins – Psychotherapy and PMHW developments

2.3.5   Interface Group

Child and Adolescent Mental Health issues;

- Transition 16+ years

- Use of Adult Acute Inpatient beds
- Collaboration between Adult and Children's Services

Dementia – Agree Service Model

Learning Disability – Access to inpatient beds

Addictions;

- Detoxification in Community Hospitals
- Reducing admissions to Argyll and Bute Hospital

2.3.6   Infrastructure Group

The Chair of this group anticipates that work will continue for some time, and reports the following issues require resolution in the short-term;

- Catering facilities
- Storage of medical records

2.4   Risk; The planning work and subsequent discussion at Implementation Team on 7th December 2009 have identified a number of additional risks. The Risk Register will be updated, and a meeting has been arranged in early January with the Risk Manager to do this.

3.   Summary and Conclusion;

The first phase of the design process is being progressed by five Service Design Groups. This new approach introduces a degree of risk to the process, in that it is has the potential for fragmentation as it involves a significant number of people (around 70/80). All the Service Design Group Chairs report very good attendance at meetings including service users, Police and SAS, a high level of debate, although not necessarily agreement at this point.

This report notes a number of outstanding pieces of work which require more time. Some of them (although not all) are pivotal to the next step in the design process, such as reaching agreement on a crisis service, and the Argyll and Bute Hospital transition plan.

It is proposed that the timescale for the Service Design groups final output is extended and that a comprehensive report of the Service Design is presented at the next Project Board meeting on 12th February 2010.

Josephine Bown
8th December 2009

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Argyll and Bute Community Planning Partnership

**Management Committee
20 January 2010**

LOCAL DEVELOPMENT PLAN

1.   SUMMARY

1.1   The purpose of this report is to advise the CPP of the preparation of the new Local Development Plan and the process for engagement in this.

2.   RECOMMENDATIONS

2.1   It is recommended that the CPP;
i) note the content of this report, and
ii) agree to engagement in the Local Development Plan process at the relevant stages in order to assist with the preparation of the next Local Development Plan.

3.   BACKGROUND

3.1   Argyll and Bute Council is required to prepare a development plan for the planning authority area (excludes Loch Lomond and the Trossachs National Park). The development plan is central to the planning system, providing a clear vision of how an area should develop in the future. It is also the core document against which planning applications are assessed by the planning authority. The current development plan for our area consists of the Argyll and Bute Structure Plan (Approved November 2002) and the Argyll and Bute Local Plan (Adopted August 2009).

3.2   The Planning System has been subject to considerable change recently in an effort to make the process more efficient and transparent. As a result the Council must now prepare a Local Development Plan (LDP). The LDP is an updated and combined version of the existing Structure Plan and Local Plan and will replace these two documents in due course.

3.3   The Local Development Plan will set out policies and proposals for the use and development of land and property in Argyll and Bute. It will influence housing, shopping, business, industry, transport and the built and natural heritage, and will aim to guide future development to the most appropriate locations. It will provide clear guidance on what forms and scales of development will or will not be allowed and where they will be located. The decisions we make on Planning Applications are primarily made in accordance with the LDP. In these challenging times, with increasing pressures on budgets and resources and requirements for development to be sustainable, it is important to identify and focus on the main issues affecting development within Argyll and Bute when producing the LDP and not make changes for changes sake.

3.4 A Development Plan Scheme (DPS) has been drawn up which sets out the Council's programme for preparing and reviewing the LDP and what is likely to be involved at each stage. The DPS also includes a Participation Statement. This details when, how and with whom consultation on the LDP will take place, and the Council's proposals for public involvement in the Plan preparation process. It also includes a timetable, specifying the month the Council proposes to publish its main issues report and its proposed LDP along with when it proposes to submit the LDP to the Scottish Government. The DPS is being reviewed and will be published following the Executive Committee in January. The Community Planning Partnership has been highlighted in the DPS as an organisation with whom the planning authority should engage throughout this process. This will help ensure that the plan that is developed meets the requirements of our area, aligns with the Single Outcome Agreement and has buy in from the key stakeholders involved in Argyll and Bute.

3.5 Key stages for engagement are as follows:-
Current consultation to 31st March 2010 :-
- Community Consultation and Future Potential Development Sites. Each organisation represented on the CPP should have received notification of this exercise.
- Stakeholder meetings – to be arranged
- Main Issues Report – Consultation
- Proposed Local Development Plan – Representations
- Examination of Proposed Plan
- Publication of any Modifications and Proposed Modified Plan
- Adoption of Local Development Plan

3.6 The process is now "front loaded" with far more engagement taking place in the initial stages of plan preparation in order to draw out all the issues early in the process and resolve as many as possible prior to publication of the proposed plan.

3.7 Further information regarding the LDP process can be found on the Council's web site at www.argyll-bute.gov.uk/ldp. The questionnaires are also to be found on these pages.

4. CONCLUSION

4.1 The Local Development Plan process is currently underway. Engagement of the CPP in this process is a key factor in ensuring that community issues are more fully addressed, to enhance ownership of the resultant plan and to assist with the delivery of the Single Outcome Agreement.

For further information contact: Sybil Johnson

Telephone   01546 604308

Argyll and Bute Community Planning Partnership

Management Committee

20 January 2010

Third sector interface – progress report

1. SUMMARY

The research commissioned by the Council on behalf of the group developing the interface has been completed. The results have been shared with partners and initial discussions have taken place. These discussions have been positive and agreed to progress based on principles outlined in the research report.

This paper reports the findings of the research and also suggests features of the interface that are requirements from a CPP perspective for the effective operation of the interface.

2. RECOMMENDATION

That the CPP Management Committee:

1. Note the findings in the research report
2. Endorse the principles for development of the interface
3. Review and approve the suggested CPP requirements as a key stakeholder in development of the interface

3. BACKGROUND

The third sector intermediary organisations, Council, Government and CPP representatives met in June 2009 to discuss development of the third sector interface. They agreed to commission research to support development of the interface given the strong differences in opinion at that time.

The research is now complete and the final report is appended.

4. KEY RESEARCH FINDINGS

The key findings from the research can be summarised as follows:

Third sector support needs

- Wide range of support providers used
- Different types of support needs
- Support may be needed in identifying support needs
- Training often seen as a staff activity

- Matrix of support requirements used in the research is potentially a useful tool to help organisations identify their needs

Provision of support to the third sector

- No cohesive approach to co-ordinating the delivery of support services
- No systematic approach to assessing/ updating support needs Argyll wide
- No coherent approach to signposting
- Local intermediaries generally working to capacity – some others potentially being underutilised
- Not possible to assess support outcomes

The report also considered the pros and cons of different models for the interface – focusing on a formal partnership versus a single intermediary. The status quo was not considered as an option because all parties recognise that change has to happen. The key message is that whatever structure is chosen for the interface, the process is as important as the final outcome. There is a significant need to build trust between the different organisations involved.

The process of working on the interface in recent months has clearly helped to develop more trust as the tone and output of the meeting to consider the research findings was much more positive than the previous meeting in June.

5.   **NEXT STEPS**

The research report suggested three principles could be used to help develop the interface. They are that the interface:

- Can demonstrate it understands and reflects the needs and aspirations of all parts of the third sector in Argyll and Bute, and the environment in which they operate
- Must build trust with other partners and give confidence that it provides an authoritative voice in representing the sector
- Must be able to demonstrate that it is making the most effective use of the resources available to it locally, and harness the wider resources available in a strategic way

All the parties agreed to adopt these principles to guide the next stages and to build on the dialogue between third sector organisations on the Third Sector Partnership (TSP). The TSP is now considering the research report in more detail.

To date the CPP has not had any dialogue with the TSP about the specific details of the interface – any discussion with the CPP as a key stakeholder needed to wait until the research report was published. The needs of the CPP have to be considered by the TSP as part of the process to develop the interface.

6. CPP REQUIREMENTS WITH RESPECT TO THE INTERFACE

The original outcomes specified by the CPP as part of the challenge to the third sector intermediaries are still valid. They are:

- More active third sector, supporting more community activity
- Better quality support for third sector organisations across the whole of Argyll and Bute

- Equitable access to support for all communities in Argyll and Bute
- A clear voice advocating the interests of the third sector in Argyll and Bute locally and nationally

- Stronger and more active social enterprises winning contracts to provide services

The operation of the interface will help to achieve these outcomes – provided the agreed structure and processes satisfy all stakeholders, including the CPP.

The following are suggested requirements that the CPP should consider as a key stakeholder in the development and future operation of the interface. From a CPP perspective, the interface should:

- have a partnership agreement to make the operation, remit and scope of the interface clear
- be focused on coordination of support to the third sector and effective representation at all levels of the CPP. This should in turn affect which organisations are actively involved in the operating of the interface

- be able to evidence processes, systems and networks that demonstrate effective engagement with all parts of the third sector, from small voluntary organisations through to social enterprises, across the whole of Argyll and Bute. If the interface uses a model based on membership, partners will need to provide reassurance that consultation processes engage and represent the broad third sector and are not focused on the membership alone

- have clear processes in place for appointing representatives to CPP meetings and evidence that those representatives have a clear understanding of their role. The CPP will not fund the costs of representation outside any funding allocated to the interface by the Government and public sector partners locally

- have agreed processes for planning work and allocating funds to support that work to ensure effective coordination and delivery of work programmes and efficient operation of the interface. This is especially important if the interface has a partnership model.

- have effective connections to national bodies supporting the third sector to demonstrate that national capacity and capabilities are used effectively in Argyll and Bute. There is no expectation that interface

funding will be disbursed to national bodies, other than through contracting to support specific actions in Argyll and Bute

BRIAN BARKER

Policy and Strategy Manager, Argyll and Bute Council

11 January 2010

For Further Information Contact:

Brian Barker, Policy and Strategy Manager, 01546 604436, brian.barker@argyll-bute.gov.uk

Appendix: Third Sector Support in Argyll and Bute, ODS Consulting

Third Sector Support in Argyll and Bute

Argyll and Bute Third Sector Interface

Final Report
December 2009

ODS Consulting
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Glasgow
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Third Sector Support in Argyll and Bute
Final Report

Executive Summary

- We were asked by Argyll and Bute Council to provide an overview of the support needs of third sector organisations in Argyll and Bute, the support arrangements already in place and how these could influence the development of a third sector interface.

- There are currently five intermediary organisations providing support to the third sector in Argyll and Bute; one provides support to social economy organisations, the others are geographically based; two are working towards merger and two are working towards a shared service model.

- The environment in which these organisations are working is changing radically. The Scottish Government expects local intermediary organisations to develop interfaces in agreement with their community planning partnership. These will allow the third sector to influence and support the delivery of the outcomes agreed by the CPP. From April 2011 funding for third sector infrastructure will be provided through a single allocation to each CPP which will be distributed by the local interface.

- We consulted a small sample of 16 third sector organisations operating in Argyll in a range of different environments around their current support needs. We found that, whilst some used local intermediary organisations, others relied on a far wider network of support organisations. In addition to traditional training events, they were looking for other support arrangements such as networks and mentoring.

- Many had not taken a pro-active approach to identifying their training needs in a systematic way. When we tested a matrix of potential support requirements for different types of organisations, we found that many of those we consulted used it as a tool to help identify their potential needs.

- In addition to scoping the services provided by local intermediaries, we identified those provided by a number of other organisations. Overall we found there to be a wide and fragmented range of providers. There appeared to be overlap and duplication in some of the services offered, and no cohesive approach to co-ordinating the delivery of support services.

- There is no systematic method of assessing or updating the support needs of third sector organisations across Argyll and Bute as a whole. It is therefore not possible to ensure that resources are being targeted effectively or whether there are any gaps in current provision.

- There is no coherent approach to signposting organisations seeking support to the most appropriate service provider. Whilst local intermediaries are generally working to capacity, a number of other support organisations are potentially being underutilised.

- It is currently not possible to assess what outcomes the support being provided is delivering across Argyll and Bute.

- We would suggest that there are three principles that should underpin the development of an interface:
  - o it must be able to demonstrate that it understands and can reflect the needs and aspirations of all parts of the third sector across the whole of Argyll and Bute, and the environment in which they operate;
  - o it must build trust with other partners and give them confidence that it provides an authoritative voice in representing the third sector as a whole; and
  - o it must be able to demonstrate that it is making the most effective use of the resources available to it locally, and harness the wider resources that are available to support the third sector in a strategic way.

- There are two main options for the structure of an interface:
  - o A formal partnership arrangement; or
  - o A single intermediary organisation.

- Each has advantages and disadvantages but either option must be able to demonstrate that it meets the objectives identified. In this respect the development process of engaging with, and building the trust of partners, is as important as the outcome.

- Local intermediary organisations need to consider how they can build on the work they have already undertaken in an inclusive way.

Third Sector Support in Argyll and Bute
Final Report

1.   Introduction

1.1   The Objectives of the Study

In September 2009 we were engaged by Argyll and Bute Council to identify:

- the support needs of third sector organisations in Argyll and Bute; and

- who provides what support and where.

The aim was to review existing information sources to form a view on organisational support needs and undertake primary research to identify current support providers. The study covers the entire third sector ranging from voluntary to social enterprise organisations.

Voluntary organisations	Social economy	Social enterprise
Totally voluntary No employees	Charitable approach Do employ staff Core costs covered by grants Grant reliant	Business approach Employ staff Trading to be grant independent / CIC's trading arms
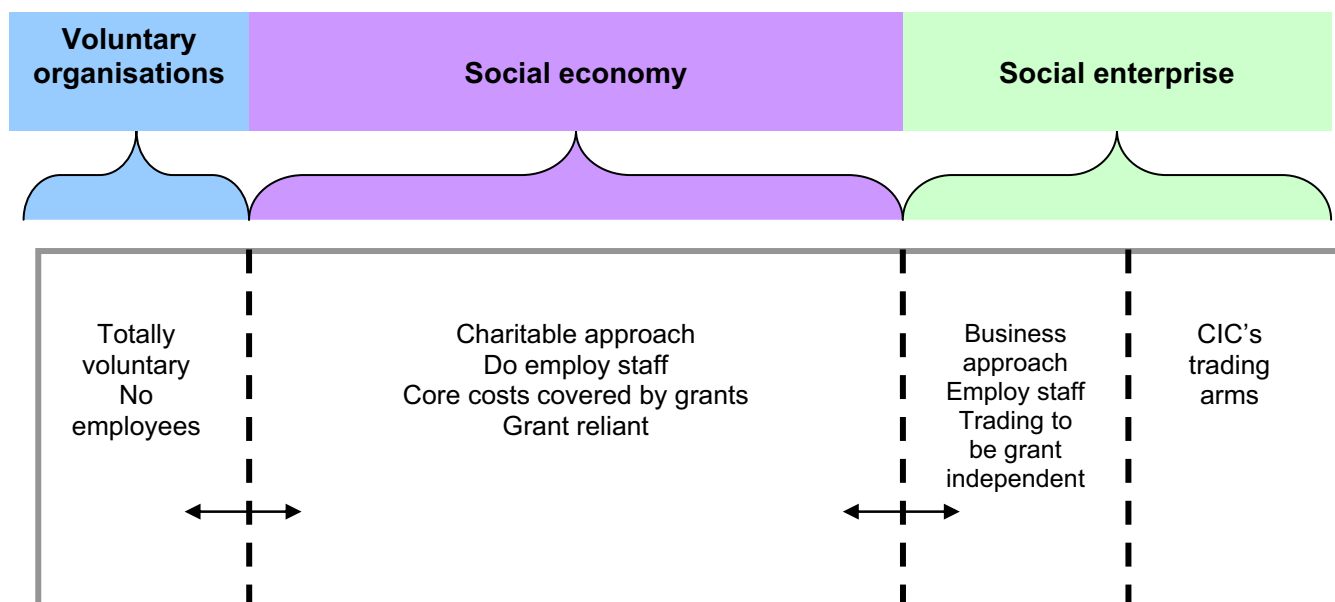
Figure 1 – The Third Sector Landscape

(Core model adapted from Colin Campbell – Assist Social Capital and Mike Geraghty – ABSEN)

The purpose of the study is to assist a dialogue amongst Argyll and Bute Community Planning Partnership and third sector partners about:

- the future structure and co-ordination of services to support development of the third sector in Argyll and Bute; and
- the development of the 'interface' so that the third sector has an authoritative voice and influence in the Community Planning Partnership and with partners individually.

1.2   Methodology

The study has involved:

- a desktop review of support requirements of third sector organisations tested with a sample of organisations based in Argyll and Bute;
- telephone interviews with key support providers to identify the nature of support provided, the organisations they were delivering services to and their future capacity;
- consultations with a limited number of stakeholders on the strategic issues regarding representation of the third sector in community planning; and
- identifying lessons from elsewhere through case study examples.

A list of those consulted is attached as Annex 1.

2.   Background - Supporting the Third Sector

2.1   Introduction

This section provides background on issues relevant to support for the third sector. It considers the national context in relation to representation for the third sector in political structures and the changing funding landscape. It also considers support issues for the third sector in Argyll and Bute and draws on recent research into existing support provision.

2.2   The National Context

The Scottish Government has consistently recognised the role that the third sector can play in building a successful Scotland. A letter issued to all Volunteer Centres and Councils Voluntary Service (in March 2008) stated:

> *"...the Scottish Government has identified its purpose as being to increase sustainable economic growth for Scotland and believes that the third sector in all its forms has a major contribution to that purpose and ensuring that all of Scotland flourishes."[1]*

The relationship between government and the third sector (and the financial environment in which the sector operates) is evolving and has been changed significantly by the signing of the Concordat between the Scottish Government and COSLA. The Concordat establishes an improved relationship between central and local government based on mutual respect and partnership. A key element of the new relationship is the ending of ring fencing of local government funding and the establishment of Single Outcome Agreements (SOAs), initially between each council and the Scottish Government but as of 2009/10 between each Community Planning Partnership (CPP) and the Scottish Government. Each SOA outlines the CPPs strategic priorities for their local area, articulates these as outcomes to be delivered by the partners, and demonstrates how these outcomes contribute to the Scottish Government's National Outcomes.

2.2.1   The Joint Statement

In recognition of this new landscape, and the impact that this will have for the third sector, the Scottish Government, COSLA, SOLACE (Scotland) and the SCVO have recently published a *Joint Statement on the Relationship at the Local Level between Government and the Third Sector*. The Joint Statement recognises that the level of effective partnership

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[1] *The funding of the Volunteer Centres and Councils of Voluntary Service 2008-2011*, Scottish Government guidance letter, 18 March 2008

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Third Sector Support in Argyll and Bute
Final Report

between local government and the third sector is inconsistent across Scotland and is *"often dependent upon personality rather than process and culture"[2]*. The statement promotes a supportive relationship between the Scottish Government, local government and the third sector based on *"mutual respect and a joint understanding of the roles played and challenges faced by each partner"*.

The statement makes the following reciprocated commitments:

"Local authorities and the Scottish Government will value the third sector as an integral part of shaping and delivering better services for Scotland's people and will be flexible in their approach to partnership and funding so as to recognise their role in the sustainability of the sector alongside the delivery of public service."

"The third sector will organise itself so as to effectively participate in mutually acceptable decision making structures, in a transparent and accessible way. The third sector will be committed to working with Local Government to deliver efficiencies, promote Best Value, and achieve improved outcomes for local communities."

In relation to the first commitment on funding, the statement recommends that funders should carefully consider and be able to justify what grant and contract funding period is most appropriate to meet service use outcomes. Funders should "aim" to take a three year approach to both grant and contract funding although it is recognised that in certain circumstances shorter or longer funding periods may be justifiable. The statement also recognises the potential to create efficiencies by working across local authority boundaries, as well as across funding streams and sectors within local authority areas.

The statement promotes greater consideration *"at the outset of contract negotiations as to the treatment of any surplus or deficit with a view to promoting continuous improvement in service delivery"*. It also recognises the impact that inflation has on third sector organisations and states that local authorities will be open to discussions on inflationary uplifts in contract negotiations:

"It is often the case that Local Authorities are investing in the sustainability of the organisation and the sector as much as they are purchasing a service."

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[2] *Joint Statement on the Relationship at the Local Level between Government and the Third Sector,* Scottish Government, 2009

In relation to the effective participation of the third sector in decision making structures, the statement promotes the establishment, by local third sector infrastructure organisations, of a *Third Sector Interface* in each community planning area. Given the large number and range of organisations, the third sector itself has a responsibility to identify what type of organisation and individuals to involve in partnerships *"and to be organised in such a way that this involvement recognises the various groupings within the wider third sector".* The establishment of an Interface will provide a visible connection and communication between the third sector and Community Planning Partnerships (CPPs).

For its part, local government agrees to be more transparent about the structures for partnership, planning and decision-making to enable the third sector to identify how best to contribute.

2.2.2 Reforming infrastructure

The Scottish Government issued guidance letters in March and October 2008 outlining *The Funding of the Volunteer Centres and Councils for Voluntary Service 2008-2011*. These letters outlined the practical approach to establishing a stronger 'interface' between the third sector and CPPs and the funding landscape in which this would take place. The March 2008 letter outlined the continued funding award for Local Social Economy Partnerships (LSEPs) and local Social Enterprise Networks via Senscot (the Social Entrepreneur Network Scotland). These networks are expected to develop a coherent infrastructure which will allow third sector organisations to connect effectively with public sector partners and funding for this activity will cease in March 2011[3].

The October 2008 guidance letter gave more detail on the proposed interface with CPPs which will *"enable the SOA to be informed by the knowledge and experience of the third sector; and for the third sector to have a real opportunity to show how it could deliver SOA outcomes"*[4]. The Scottish Government has *"no preconceived ideas on the form of the infrastructure providing that interface"* stating that the form or structure should be decided at the local level. The guidance letter anticipates that future funding for third sector infrastructure will be provided through a single pot for each CPP area – i.e. central funding

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[3] *The funding of the Volunteer Centres and Councils of Voluntary Service 2008-2011*, Scottish Government guidance letter, 18 March 2008

[4] *The funding of the Volunteer Centres and Councils of Voluntary Service 2008-2011*, Scottish Government guidance letter, 21 October 2008

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paid directly to the new interfaces. Decisions on the distribution of funding within the pot would be for the local interface and not central or local government.

"It may be that some areas decide to go for a co-ordination arrangement for existing bodies; others might seek to replace existing organisations with new forms, perhaps single bodies. While we expect to provide funding towards whatever form is eventually chosen, organisations which choose to remain outside the new arrangements will no longer be funded."[5]

2.3 Developing the Third Sector Nationally

The *Enterprising Third Sector Action Plan 2008-11[6]* sets out the Scottish Government's strategy for encouraging the sector to thrive. The Action Plan aims to enable the third sector to play a full role in the development, design and delivery of policy and services in Scotland. The Action Plan sets out a series of actions for the sector to be delivered around seven key objectives:

- *Opening markets to an enterprising third sector* - The public sector market working with purchasers to recognise the benefits of contracting with an enterprising third sector including their contribution to delivering national outcomes. The public sector market: working with the third sector to make organisations better able to compete for and win contracts; developing social-to-social business; encouraging collaboration with the private sector.

- *Investing more intelligently* - Direct investment in an enterprising third sector; measuring social return; collaboration between funders and development of new funds; finance training for the third sector.

- *Promoting social entrepreneurship* - Providing funding to support social entrepreneurs; promoting social entrepreneurship in schools and colleges.

- *Investing in skills, learning and leadership across the third sector* - Funding for skills; developing the learning infrastructure; improving governance.

- *Providing support for business growth* - Creating an effective supply of business development support; mentoring for an enterprising third sector.

- *Raising the profile of enterprise in the third sector* - Supporting third sector infrastructure; awards; international exchange and learning.

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[5] *The funding of the Volunteer Centres and Councils of Voluntary Service 2008-2011*, Scottish Government guidance letter, 21 October 2008

[6] *Enterprising Third Sector Action Plan 2008-11,* Scottish Government, June 2008

- *Developing the evidence base* - Demonstrating the value of the third sector; increasing our knowledge of the third sector in Scotland.

2.4   Supporting the Third Sector in Argyll and Bute

There are currently five intermediary organisations based in Argyll and Bute although two of these are working towards merger in 2010. These are:

- Argyll CVS - which covers the mainland and smaller isles;
- Argyll and Bute Volunteer Centre – which covers the whole of Argyll and Bute, and currently shares a Board and is due to merge with Argyll CVS in 2010;
- Islay and Jura CVS;
- Bute Community Links – which is currently working to develop a shared service model with Islay and Jura CVS; and
- Argyll and Bute Social Enterprise Network (ABSEN) – which covers the whole of Argyll and Bute.

In Argyll and Bute partners have articulated the contribution that the Fairer Scotland Fund (FSF) will make to the SOA in a separate strategic plan: the Fairer Argyll and Bute (FAB) Plan. The FAB Plan sets out objectives to tackle deprivation and health inequalities and includes the outcome: *"More vibrant third sector, actively engaged in community planning, with equitable access to support across all communities".*[7] Under this outcome, a key action for infrastructure organisations is to bring about *"Radical change to support third sector organisations to ensure equitable access to higher quality services".*

In June 2008 a Third Sector Steering Group (TSSG) was established, comprising the infrastructure organisations in Argyll and Bute and representatives from third sector organisations.   The aim of the TSSG was to produce proposals for effective support to the third sector. In February 2009 the Steering Group put proposals to the Fairer Argyll and Bute (FAB) Partnership for co-ordinated training and the development of a website. The TSSG did not succeed in developing a proposal for the interface due to differing stances among member organisations. Although a Memorandum of Understanding was drafted (to enable organisations to draw down and manage FSF funding), it was not signed by all intermediary organisations and it is operational only for three intermediaries. The three organisations that signed this joint working agreement (Argyll CVS; Argyll and Bute

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[7] *Fairer Argyll and Bute Plan*, Argyll and Bute CPP, March 2008

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Volunteer Centre and ABSEN) went on to establish the Third Sector Partnership. The Partnership aims to:

"...ensure appropriate representation and to act as a conduit enabling the sector to be fully engaged with statutory partners, to have a voice at community planning and the ability to influence decisions affecting our communities."[8]

The Third Sector Partnership has stated that it would ultimately like to be recognised by the CPP as the single interface for the third sector in Argyll and Bute.

2.4.1   Previous mapping exercise

In an effort to move the process forward Argyll CVS undertook some brief mapping research to provide an overview of the support provided by interface organisations to the third sector in Argyll and Bute[9]. More detail on the findings of the mapping exercise is included at Annex Two.

2.4.2   Harnessing the potential of the Third Sector in Argyll and Bute

In June 2008 a Demonstration Project was established to harness the potential of the third sector in Argyll and Bute to help achieve Argyll and Bute Council objectives. The Project was taken forward by the Demonstration Project Board, led by the Council and including statutory and third sector stakeholders. A review of existing policies and procedures was undertaken to identify barriers and opportunities to enable the Council to strengthen its role in supporting communities to achieve their potential. At the same time the Argyll and Bute Social Economy Partnership (ABSEP) was agreeing a strategic plan to develop the social enterprise sector. There were four key outcomes for the Demonstration Project:

- funding streams are appropriate and linked to strategic plans;
- improved community sustainability through the third sector's ability to acquire assets;
- procurement policies of Argyll and Bute Council and CPP partners have a clear and strategic view of the third sector as a service deliverer; and social enterprises are able to access appropriate training and information to help them develop.[10]

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[8] Third Sector Partnership website - http://www.argyllcommunities.org/TSP/index.asp

[9] *Overview of organisational support to the third (voluntary, community and social enterprise) sector in Argyll and Bute*, Argyll CVS, 2009

[10] *Harnessing the Potential of the Third Sector to Achieve Argyll and Bute Council's Corporate Objectives*, Argyll and Bute Council, February 2009

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The findings of the first phase of the Demonstration Project include:

- Although there are examples of good practice in working with the third sector by some Council departments, awareness of the benefits of working with the third sector varies significantly.

- The Council has undertaken work to help identify and measure social benefits in resource planning and has a strategy for working with the third sector (which includes a range of toolkits and performance frameworks). This needs to be consolidated and developed into a coherent overarching framework for the Council's relationship with the third sector.

- There is not a general awareness within the third sector of how to contract services from the Council, apply for grant assistance or have an impact on service delivery. There is no framework for the flow of information between the Council and the third sector.

The second phase of the Demonstration Project involved a dialogue (between May and July 2009) with partners to develop the initial findings and gather views on proposed actions. Discussions took place with Council officers working with the third sector, community planning partners and third sector intermediaries. Discussions were also held with third sector organisations delivering services in Argyll and Bute.

Significant alterations have been made as a result of the findings. Of particular relevance to this study are the draft recommendations relating to communication, and skills and training. There are also important recommendations on funding, assets and procurement. The recommendations will be considered by the Demonstration Project Board early in 2010.

2.4.3   Argyll and Bute Council - Best Value Review of Community Learning and Development (CLD)

A Best Value Review of the Council's CLD services was published in October 2009. The Review was carried out in parallel with the Demonstration Project and supports the finding that there should be a single point of contact within the Council for engagement with the third sector in relation to funding, development and support.

In relation to the support provided by CLD to the third sector the Review Team made the following findings:

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- There is no clear link between the community capacity building work being carried out within the CLD service and the wider engagement of the Council with the third sector.

- There is little co-ordination among the various third sector funding streams throughout the Council.

The review proposed that there should be a single point of contact within the Council for engagement with the third sector in relation to funding, development and support.

3.   Support Needs of the Third Sector

3.1   A Matrix of Support Needs for the Third Sector

Based on previous research and work undertaken to develop 'protocols' (for the provision of support) in other parts of Scotland, we have developed a matrix outlining the likely support needs of third sector organisations.

The matrix illustrates key areas where support is required by the third sector and relates these to the organisational types identified in the brief:

- Voluntary organisations;
- Social economy organisations; and
- Social enterprises.

We then categorised organisations as being either 'developing' or 'mature':

- Developing organisations – are those that have recently been established and still require ongoing support to achieve their objectives.
- Mature organisations – are those that have probably been established for a number of years and take a more pro-active approach to managing their support needs.

We considered different organisational types a stage further by their turnover but found that this did not add any particular value to the matrix.

In identifying the support needs of different types of organisations, we have identified key themes rather than list every area of support. The matrix can be found at 3.4 in this section of the document.

3.2   Case Study Approach

To test the matrix, we sought feedback from a sample of third sector organisations in Argyll and Bute. We identified 20 organisations using local knowledge and the Office of the Scottish Charity Regulator (OSCR) website. We selected a mix of organisations based on their location, type, age and annual budget/income.

We contacted each of the selected organisations (generally by email), setting out the nature and purpose of the study. We provided a copy of the draft matrix with supporting notes to

explain it. We also provided a discussion guide. This asked organisations about the type and source of support currently received; views on support currently available and how support to organisations should be provided in future. We then asked whether the matrix provided a relevant picture of their support requirements. A copy of the discussion guide is attached as Annex Three.

Having allowed organisations a week to consider the matrix, we then contacted them by telephone to arrange a suitable time to conduct an interview. We successfully interviewed 14 of the selected organisations and received email responses from a further two. A list of those that participated is contained in Annex One.

This part of the study was not intended to provide a comprehensive overview of all support services being used by organisations in Argyll and Bute, but provides a 'snapshot' of the way support services are being accessed and allowed us to test the matrix.

3.3   Feedback from the Case Study Organisations

3.3.1   Current support

Argyll CVS, Argyll and Bute Volunteer Centre and ABSEN were identified by a number of the organisations we spoke to as providing support. Individual organisations also had experiences of working with other support agencies.

Some of the organisations we spoke to had very specific support needs and accessed these through dedicated organisations. For example, Crossroads provides respite care for carers in Cowal and Bute and access training on health and safety from First Safety, a private provider as well as first aid training from the Red Cross. Similarly, the Cowal Council on Drugs and Alcohol receive support and training from STRADA (Scottish Training on Drugs and Alcohol) from Glasgow University.

A number of organisations have developed their own peer support networks nationally. For instance, Registered Social Landlords (RSLs) have a 'group training scheme' that provides tailored training and peer support to its members across the country.

Some organisations had attended training courses organised by Argyll and Bute Council. Commonly mentioned courses were health and safety, human resource management and first aid. The support and training that had been accessed was all received positively.

Knowledge of the support structures available was varied. For instance, one newly established voluntary organisation was looking to national organisations for support and was unaware that assistance might be available 'on their doorstep'. Knowledge and understanding about the role and development of a third sector interface in Argyll and Bute appeared to low.

The following is a list of organisations from which our case study organisations have accessed training and support in the last year:

- Argyll & Bute Council
- ABSEN
- Argyll and Bute Volunteer Centre
- Argyll CVS
- Islay and Jura CVS
- HIE
- The Big Lottery
- CADISPA
- DTA Scotland
- STRADA
- Alcohol Focus Scotland
- British Red Cross
- First Safety
- Out of School Care Network
- Scottish Disability Equality Forum
- Social work
- SHARE
- Local Leisure Centres
- Argyll College

Some examples of the types of support accessed were as follows:

- Support with business planning / action planning
- Support sourcing grant funding
- Support with website development
- Skills training in youth work
- Training on monitoring / evaluation
- Child protection issues
- Providing football training

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- First aid

- Drug and alcohol training

- Childcare legislation

- Food hygiene

- 'Moving and handling' of older people.

Example: Isle of Jura Development Trust (Mature Social Economy Organisation)

The Development Trust delivers a range of services relating to tourism and business development, and social and leisure facilities on the Island. They employ six members of staff and have an approximate annual turnover of £80/90k. Currently training and support comes from a number of sources:

- HIE – provides very good support. They fund consultants to run training courses. These are generally around skills development. Some are held in Oban (HIE funds travels costs), others are local.

- Islay and Jura CVS – run social enterprise courses and provide funding advice. They have a partnering agreement with the Development Trust (30 days per annum) which funds the Trust to provide local support.

- The Big Lottery – as a condition of funding, they provide training and support in monitoring and evaluation.

- CADISPA – have provided help with preparing business plans. They have also organised clustering events which have been very useful.

- DTA Scotland – have provided support in areas such as employment contracts, leases that are 'on tap' when required.

Example: Argyll Youth Theatre (Mature Voluntary Organisation)

Established in 1999, there are now approximately 80 young people involved. They rent a hall in Oban for their meetings as there are no theatre facilities. There are no paid staff, only parents and teachers who help out by volunteering.

Their funding comes from local businesses who pay for adverts in the programmes and give donations. The group have tried in the past to access funding - from the Oban Common Good Fund and other sources of funding – but they rarely receive large sums of money. They raise money themselves to put on shows and rely on donations. They indicated that their support needs primarily related to grant funding and applications, with which they currently receive no support.

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3.3.2   Future support

Many of the organisations identified areas in which they felt they would like further support and training. The most commonly mentioned area of support was help with funding – typically accessing different funding streams and grant application forms. Argyll and Bute Council offer degrees of funding to eight of the organisations we consulted. Other funding streams accessed by the organisations include the Big Lottery, NHS, Scottish Arts Council, Children's Partnership, and donations from the public.

Linked to this is sustainability. Several of the organisations indicated they would appreciate support to help their organisation grow and develop. Some organisations said that there is a need for continued support with the recruitment and retention of volunteers.

In addition to traditional type training events, networking and mentoring were seen as valuable support mechanisms. A number of people (particularly those working in smaller organisations) felt relatively isolated particularly when dealing with challenging issues such as funding crises. Whilst board members were often very supportive, the need for external support was apparent. Peer networks were seen as one way of providing this. But a number of people also spoke of the value of some form of mentoring or one to one business management advice being available.

There was little evidence of organisations planning training in a systematic way or undertaking organisational training needs analyses. And training was seen as something almost exclusively applicable to staff. Voluntary board members were often identified as bringing particular skills to support an organisation with paid staff. However, as they gave their time voluntarily and were often described as 'busy people', ongoing training was not seen as something applicable to them.   There were however examples of voluntary board members participating in training.

Example: Craignish Village Hall (Mature Social Economy Organisation)

The Village Hall is run by a management committee of volunteers. The hall is the venue for all the local events and concerts which the volunteers organise and arrange. They have identified that training in minute taking and business management would help them, as well as developing skills in grant applications – as the Village Hall is currently operating at a slight loss. They have received funding from an arts programme and Argyll and Bute Council.

They have also identified the need for more specialised training in the use of the lighting and

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technical equipment for their events. They currently pay for someone to operate the lights during events but would rather do this in-house.

Example: Oban Youth Cafe (Mature Social Economy Organisation)

The Oban Youth Cafe has been a charity since 2001. They currently receive most of their support from their funders (LloydsTSB make it a condition of funding – and funders are talking to each other now so that they take a corporate approach to providing support). Over the past 12 months the cafe has participated in:

- Conferences and an online community in terms of youth work activities
- Skills training in youth work
- Training on evaluating activities

    …which have been provided by charitable bodies

- Child protection provided by social work
- Football training provided by Atlantis Leisure, a local social enterprise.

Support with funding applications and ad-hoc support has been provided by the Volunteer Centre.

In the future they would like to receive more support on sustainability. They felt particularly isolated last year when there was a funding crisis. It would be good to have more hands on support – through better local networks and mentoring.

Very few of the organisations we spoke to were in a position to offer support to others. The Development Trust organisations said that they benefitted from shared expertise and experiences of other development trusts facilitated through the Development Trust Association Scotland.

"We can offer support to others - and have been to see other development trusts who have bought buildings to see how they do it."

However, organisations stated that they were often able to tap into existing expertise through their committee members – who often came from a variety of backgrounds with experience in relevant topics.

"A lot of the skills we can get in-house from members of the committee like skills in grant applications or legislation."

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The majority of organisations seemed happy to receive support by way of attending training programmes, but with the caveat that it would be dependent on the type of support that was necessary and in some cases, organisations were equally happy to benefit from distance learning or paper based support.

3.3.3 Matrix of support requirements

We discussed the draft matrix with each of the interviewees. In some cases it was clear that they had not considered it prior to the interview and we had to spend time explaining it before they were able to provide feedback.

A number of organisations felt uncertain as to which category they fell into – particularly whether they were a developing or mature organisation. They suggested that the boundaries could be blurred and care was required not to 'pigeonhole' organisations into specific categories for the sake of it.

The majority of the case studies felt that the matrix was a useful tool and covered the types of support that were relevant to their organisation. A number commented that it helped them to think about their support needs more strategically rather than focus on the immediate issues. It also helped to reinforce the idea that organisations need to be thinking more like a business and to be demonstrating sustainability.

"It made us think about the kind of support we probably do need."

In one example, the matrix helped one organisation think about their current human resource management arrangements. Currently this organisation uses a company based in England who also deal with their insurances. The matrix helped to highlight that if they invested some time, they could find a local, more focussed human resource company.

"We're probably paying over the odds for a poor service."

However, it was also clear that the matrix has its limitations. It is a generic tool that can provide an aide memoire to organisations considering their own support needs or by an intermediary organisation identifying the needs of a third sector organisation. But clearly it needs to be tailored to the specific needs of individual organisations.

There were very few suggestions to changes to the content of the matrix. There were a few comments on improving the presentation which we have taken into account.

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3.4 Matrix of Third Sector Support Requirements

Types of Support*	Voluntary Organisations • Totally voluntary • No employees		Social Economy • Charitable approach • Employ staff • Core costs covered by grants • Grant reliant		Social Enterprise • Business approach • Employ staff • Trading to be grant independent	
	Developing	Mature	Developing	Mature	Developing	Mature
Governance and leadership:						
Constitutional advice	✔		✔			
Committee skills		✔	✔		✔	
Income generation:						
Sources of grants	✔	✔	✔	✔		
Fundraising	✔	✔	✔		✔	
Sustainability				✔		✔
Training:						
Developing skills	✔	✔	✔	✔	✔	✔
Developing knowledge	✔	✔	✔	✔	✔	✔
Human resource management			✔	✔	✔	✔
Direct support / business services	✔	✔	✔			
Business planning			✔	✔	✔	✔
Volunteering	✔	✔	✔			
Procurement & contracting				✔	✔	
Business & performance management				✔		✔
Succession planning		✔		✔		✔
Marketing and communication				✔	✔	
Facilitated networking			✔	✔	✔	
Equalities and diversity				✔	✔	✔

*see notes below

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3.4.1 Notes for support matrix

Governance & leadership: Constitutional advice – support with the development of appropriate constitutional model, legal issues, writing of constitutional documents.
Governance & leadership: Committee skills – support with participation and management / administration of committee structure.

Income generation: Sources of grants – support identifying funding sources and information on application procedures.
Income generation: Fundraising – direct help accessing funding e.g. making grant applications.
Income generation: Sustainability – support and advice in relation to increasing income from trading and moving away from grant dependence.

Training: Developing skills – training for the range of practical skills required by staff and volunteers to deliver services.
Training: Developing knowledge – training relating to key issues (e.g. legal and financial) and context in which organisations are operating.

Human resource management – support / advice on the recruitment, retention and management of staff members.

Direct support / business services – provision of day-to-day business services or facilities e.g. office premises, administrative functions, salaries etc.

Business planning – support / advice with developing strategic business plans including help developing outcomes for the organisation.

Volunteering – support / advice on the recruitment and management of volunteer workers.

Procurement & contracting – support / advice on public procurement procedures and on winning and delivering contracts.

Business & performance management – support with the development of meaningful outcomes for the organisation and a robust framework for ongoing monitoring and evaluation.

Succession planning – support / advice on planning for transitions when key individuals move on from the organisation.

Marketing & communication – support with promotion / marketing of services to potential users, partners and funders / contractors.

Facilitated networking – support with networking events putting organisations in touch with like-minded groups and individuals.

Equalities & diversity – advice and support to ensure equalities and diversity issues are addressed successfully.

4.   Current Support Provision in Argyll and Bute

4.1   Introduction

This section sets out the support currently being provided to the third sector in Argyll and Bute. It draws on consultations with each of the relevant support organisations. A copy of the discussion guide used is included as Annex Five.

4.2   Argyll and Bute Intermediaries

As previously outlined there are currently five intermediary organisations based in Argyll and Bute. These are:

- Argyll CVS;
- Argyll and Bute Volunteer Centre;
- Islay and Jura CVS;
- Bute Community Links; and
- Argyll and Bute Social Enterprise Network (ABSEN).

Argyll CVS and Argyll and Bute Volunteer Centre are working towards merger in 2010. Islay and Jura CVS and Bute Community Links are developing more collaborative practices to reduce duplication.

This section gives a detailed account of the services the intermediaries provide, their most common areas of support and the organisations that they work with. We also provide information on the partnerships they have with other support providers, service areas they are planning to develop in future, and views on whether there are gaps in support in Argyll and Bute.

In addition to the five intermediary organisations, Mull and Iona Community Trust (MICT) is a development trust which has provided different levels of support to a range of local third sector organisations.

4.2.1   Argyll CVS / Argyll and Bute Volunteer Centre

Argyll CVS (ACVS) and Argyll and Bute Volunteer Centre (ABVC) currently share premises in Oban, Lochgilphead, Campbeltown, Dunoon and Helensburgh. ABVC also have offices in Rothesay (where Bute Community Links is the CVS). ACVS is responsible for the mainland

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and the islands of Lismore, Kerrera, Seil, Easdale, Luing, Scarba, Gigha, Sanda and Davaar. ABVC covers all of Argyll and Bute.

ABVC has an annual budget of £220,000; ACVS budget is £60,000. The current staff complement is:

- 1 x full-time manager;
- 1 x 33 hrs training manager;
- 2 x part-time CVS development staff;
- 1 x part-time website and communication officer;
- 1 x part-time finance officer;
- 2 x part-time VC development staff; and
- 7 x part-time project staff.

ACVS and ABVC have been working jointly (with a shared management structure) for the past year. They have received consent from the OSCR to merge which they anticipate will take place in March 2010 when they will become Argyll Voluntary Action (AVA).

The merger process has been driven by the content of their existing constitutions. In January 2010 they will change the name of VC and change its constitution (as it is the most 'up to date' of the two) incorporating some elements of the CVS constitution. They will then wind down the CVS at the end of the financial year.

ACVS and ABVC provide a wide range of support services as set out below:

ACVS / ABVC services:
- Time banking
- Volunteer matching
- Investing in volunteers' training
- Training on a full range of topics appropriate to voluntary, community and social enterprise sector, including:
  Setting up a charity or other constituted organisations – structures; Induction and governance; training for trustees; developing a constitution; memorandum and articles; skills for management committee members; raise your profile!; advertising and marketing; the funding maze; OSCR training; governance best practice (and toolkit); accountability; organisational policies – the essential guide to essential policies; CRBS and disclosure – protection of vulnerable groups (previously child

protection)

- Training for third sector organisations employing staff, including:

  team building (1 day or 4 day course); HR in a nutshell; policies and procedures guidance; recruitment made easy; time management; assertiveness; first time management and supervision; time management and delegation; leadership skills; confidence at work; listening and learning skills; stress management; data protection – a guide; excellent customer services; telephone skills; dealing with difficult people; identifying and managing anger; decision making; effective business communication; equality and diversity.

- Bespoke training

- Start up support for groups

- HR support

- Linking groups to catalyse actions / initiatives.

- Various toolkits and references, e.g. representation, accountability, finance, and OSCR specific legislation

- Representation and advocacy – independent voice

- Raising and resolving complaints/problems between voluntary and statutory sector

- Liaison with local and national government and national agencies

- General advice

- Communication network - information to groups e.g. new funding, legislation, offers etc.

- Support to volunteer involving organisations

- Chairing LEADER LAG

- Facilitate local groups e.g. PHN, MCMC

- Referrals from range of agencies and third sector groups

- Display posters in prominent windows

- Funder finder and grants online availability funding support

- Partnership resourcing, support mechanisms e.g. administration and finance

- Use of resources – rooms, digital projector, screen, internet access, etc

- Mail / post restante facility for groups.

- Payroll services and website services from ABVC / AVCS

- Support and funding voluntary sector forums

- Learning Bytes short online courses for volunteers and groups (They are Learndirect Centres also)

- Personal development, STEPS and Breakthrough (now Px2) for individuals and staff

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teams. Employment readiness and support

- Millennium volunteering, youth work, supported youth work courses, tutoring

- Assessors and verifiers for range of training accreditations

- Provide local knowledge - contacts / signposting

- Provide national knowledge - contacts / signposting.

Staff told us that the most common areas of work for them are:

- volunteer matching and supporting volunteer involving organisations (VIOs);

- funding advice;

- advice on governance and related matters;

- training (cover a wide range); and

- human resources and employment issues.

ACVS and ABVC are available to provide support to all community groups, voluntary sector organisations, and social enterprises in their area of coverage. This includes umbrella groups, local and national organisations, volunteer involving organisations, faith groups, the statutory sector, and RSLs. They also work with statutory organisations e.g. the NHS where there is a requirement to achieve Investing in Volunteers (as they are the only accredited training provider / assessor in Argyll and Bute).

They receive approximately 3,500 enquiries per annum. These come from in excess of 500 organisations and individuals. In 2008/09 there were:

- 3,221 enquiries;

- 58 community engagement events;

- 314 organisations supported directly plus 52 VIOs;

- training delivered to 260 organisations;

- 215 individuals attending courses, e.g. STEPS and Breakthrough;

- 25 JobCentre surgeries; and

- 17,425 website hits.

Staff told us that demand exceeds supply in some areas. They have insufficient funding to employ CVS staff at each office which would allow equitable coverage. Staff (including the Manager) need to travel long distances and work in excess of contracted hours to keep pace with demand. They are concerned that as funding for project-based work comes to an end, services – and the sector will suffer.

ACVS and ABVC currently have no spare capacity but respond to all enquiries within three days and can usually arrange support / advice / action regarding advocacy, volunteering, etc. within a reasonable time. Visits to organisations seeking support are normally made within two to three weeks except to island communities which may be longer.

ACVS and ABVC link to and share information with other intermediaries through:
- the Third Sector Partnership;
- direct contact with the other CVSs in Argyll and Bute;
- local level partnership with Community Learning and Regeneration (Argyll and Bute Council); and
- various other networks and forums.

Plans for developing the service are set out in the ACVS / ABVC Business Plan[11]. They would like to continue the work they are undertaking on personal development due to the success of this project, which will end March 2010 – at that time staff numbers will decrease.

ACVS and ABVC are delivering a suite of training in partnership with ABSEN through the Third Sector Partnership Training Programme 2009-10. These training sessions are being delivered in locations across Argyll and Bute.

They hope to expand their training remit and work to upskill voluntary and social enterprise sector, work towards quality standards. The ability to ensure access is available across the county will require commitment and financial support from Scottish Government and / or local government as well as their own fundraising activities.

They also note that work with the Third Sector Partnership is taking an increasingly vital role - and is the channel through which many of the sector's views can be heard. Development of this strand will expand areas of work and has increased enquiries from all sectors.

4.2.2   Islay and Jura CVS

Islay and Jura CVS (IJCVS) provide services throughout Islay and Jura. They have their main office in Bowmore on Islay. They also provide a Cybercafe at Port Ellen on Islay, and a Servicepoint at Craighouse on Jura (in partnership with Jura Development Trust).

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[11] *Developing Stronger Support to the Voluntary Sector*, Argyll and Bute Volunteer Centre and Argyll CVS, September 2008.

IJCVS is a charitable company limited by guarantee and is governed by a board of directors. Their annual budget varies between £72,000 and £140,000. The CVS has one full-time Development Officer / Executive Officer post and a part-time administrative post (0.4 FTE). They provide a range of support services which deliver on the agreed set of outcomes in the CVS National Business Plan. Their detailed strategy and business plan for 2008/11 is available online at http://www.argyllcommunities.org/islay/Srategy-and-Business-Plan-g.asp:

IJCVS services:

A Thriving Voluntary Sector

- Advice and guidance
- Legal frameworks
- Funding applications
- Support services
- Consultancy

A Connected Voluntary Sector

- Represent sector locally and nationally on:
  - Regional CVS network
  - National CVS network
  - SCVO partnership
  - Third sector team

A United and Recognised CVS Network

- Work with regional/national network to achieve an affiliation scheme or partnership agreement to regulate relationships and mutual supports
- Support the development of National Standards for CVS work
- Participate in the mediation group seeking to resolve relationship issues with SCVO

Campaigning

Additionally, the board has asserted the need for the CVS to be involved in local and national campaigns and the principal issues and activities are listed below. Campaigning is not funded by any public sector agencies or bodies and includes:

- Halls for All
- Older People Services redesign
- Reinstatement of Advice Service
- Free Ferry for Educational activities

- Development of Carer Support networks across the islands
- Radio Islay and Jura
- Fairer deal for community enterprises
- The development of community ownership of key elements of the islands' infrastructure.

Their most common areas of work are:

- community development through advice;
- guidance support to project planning and funding applications;
- making links for organisations to work together; and
- training and development opportunities.

They also encourage organisations to develop services for each other rather than providing these directly themselves (opportunities to develop income streams are more finite in island communities and the CVS should not compete with member organisations in such developments).

Key areas that they hope to develop are better information networks using online audio and video links – and more participative forums for older people.

IJCVS work with small local charities and social enterprises, large national charitable organisations, community planning partners, other local intermediaries, national networks of intermediaries, and private companies. In 2008/09 they provided support to 48 individual organisations.

They do not think they are operating with spare capacity – they cannot always respond immediately to requests for assistance. These are prioritised or referred to other support organisations as appropriate.

IJCVS has active links with other intermediary organisations through: regular contact at staff level; planning and implementing shared tasks and training courses; publishing all reports and policies on a shared website. They have a Memorandum of Understanding with Bute Community Links for the sharing of administrative functions (see below), are a member of ABSEN, attend meetings supported by SCVO, and participate in conference and workshop planning with SCVO and Supporting Voluntary Action (SVA).

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IJCVS feel that the following gaps in support need to be considered:

- Geography - There has been a significant increase in expenditure by public agencies in the last six months attracting LEADER and other funding to provide substantial resources for community development to support the third sector. These are intended to cover geographic gaps in service.

- There is a gap in political participation in the process and in effective and proactive community engagement – the area based CPP may help to address both these points.

- Very small local charities tend to focus on single issues and support initiatives with only short-term impact. There is a need for support in these communities.

- There is also a gap in effective governance development and training – *"SVA programme may address this – we are short of people with time to devote to governance of organisations and that needs to be made more attractive to a greater spread of people".*

- The third sector in Argyll and Bute also needs to be more inclusive of national organisations such as Alzheimer Scotland, Capability Scotland, Barnardos and others.

4.2.3   Bute Community Links

Bute Community Links (BCL) is the CVS for the island of Bute. Their offices are based in Rothesay. It is a legally constituted charity with an annual budget of £65,000. BCL is run by one Organiser and one clerical assistant. BCL provide the following support services:

BCL services:
- Office services (providing mailing address, admin support)
- Support for organisations looking for premises – help with negotiations, and have been able to provide office accommodation directly at the CVS offices.
- Financial advice
- Support with constitutions
- Support establishing organisation
- Providing meeting space
- Organising training if required
- Producing publicity materials for the sector - two information booklets for local people / organisations
- Support with community transport.

The most common area of support is office services – the mailing address is used by a range of organisations.

They work mainly with small community groups but have helped with the establishment of some social enterprises, notably the local Credit Union. BCL provide a vehicle to transport service users at the local older persons' day centre. They are currently developing a motobility project which will provide electric scooters and wheelchairs both to residents on Bute and visitors to the island.

BCL works with approximately 40 organisations each year. There is healthy demand for the service but no waiting list currently. They respond to support needs as they arise.

Staff at BCL did not think there are any significant gaps in the support available to organisations in Bute – and if any gaps arise (perhaps in relation to support to a new type of service) they endeavour to make sure that support is in place.

4.2.4   Proposed collaboration between IJCVS and BCL

BCL and IJCVS are in the process of developing a "shared service delivery model" which would see collaboration on some service provision and project management. The aim of collaboration would be to reduce duplication and bring down running costs for each organisation. They have developed a Memorandum of Understanding with an initial focus on sharing 'back office' functions e.g. part time administrative staff will share the services across the day. They have developed a programme for sharing administrative tasks. They will share responsibility for delivering the organisations' strategic aims: BCL will be responsible for the activities aiming to develop a 'thriving' voluntary sector; IJCVS will be responsible for activities relating to a 'well connected' voluntary sector e.g. the IJCVS Manager will represent both organisations in community planning structures (reducing travel time / costs). The two organisations are negotiating how the new arrangement will be resourced.

4.2.5   Argyll and Bute Social Enterprise Network (ABSEN)

ABSEN is a membership network representing social enterprises across the whole of Argyll and Bute (plus Arran and the Cumbraes as these are included in the HIE boundary). ABSEN currently employs one part-time Development Worker who works from his home in Dunoon. ABSEN is constituted as a company limited by guarantee with an elected board and a membership of around 60. It is not a charity (but would have the option of applying for charitable status if this was felt appropriate).

They provide a wide range of support and advice services to the third sector:

ABSEN service:

- Promotional work – on the concept of social enterprise: attend public meetings and produce case studies. They promote social enterprise at the local level – in schools (in Argyll and Bute, services have historically been limited outside main towns – there is a tradition of self-sufficiency and social enterprise sits well with this).

- Training courses (in conjunction with others: Social Enterprise Academy; Firstport; BRAG (social enterprise in Fife); HISEZ; CEiS. Training opportunities are for members but there is also training for ABSEN officers to develop their services. ABSEN are planning to provide bespoke Business Health Checks for Social Enterprise – CEiS will train them to undertake these. There will be an additional training programme from Jan 1st - this is being funded by LEADER and delivered by ABSEN and ACVS / ABVC.

- Advising, signposting, general 'hand-holding' – advice focuses on funding, HR problems, governance issues (often find Social Enterprise set objectives have become out of date and need updated – they will help redraft). They help with changes to SLAs and any problems regarding contracts (some organisations finding their services are not up-to-date with Council expectations e.g. changing approach to adult care – move towards tailoring to individual).

- Support with financial issues: managing budgets and overheads (e.g. amenities).

- They hold an annual conference, Trade Fair, and run Dragons' Den (where people make case for additional funding). At the Dragons Den event last year they gave out £10k; this year £7.5k – they run a three hour session in conjunction with Social Enterprise Academy, CEiS, and HISEZ. Pitches are made in public so that other organisations see how to present, and the types of questions funders ask. Developing organisations also get business ideas (there is limited competition in the sector and people are encouraged to share ideas).

- They provide advice to any social enterprise that qualifies under HISEZ criteria. HIE contracted HISEZ to provide consultancy support. ABSEN have been sub-contracted by them to provide support (as the Area Advisor for Argyll and Bute).

- Skills Banks - With SCVO they are trying to pilot 'skills banks' in rural areas (they had hoped to launch this in Islay but did not get the level of participation they had hoped for).

- They are developing a new service "ABSEN Associates" to develop local consultancy support – the local consultant will provide support. They will be an ABSEN member, will charge for support and 15% of cost will go to ABSEN.

- They currently hold a quarterly network meeting. They are developing a decentralised

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federal structure – this will see a local ABSEN agent in each area. They will act as a conduit to members and bring any issues to the network meeting. There will be an agent for each of the four (Council) areas. They hope to have this operating properly within the next 18 months (have appointed 3: one working well but 2 not (too busy)). The Development Worker does not think ABSEN needs to have a f/t staff member – it is better to have p/t management and local agents.

- They also issue fortnightly newsletters (and occasional 'specials') and have a website. They don't charge members for services – they aim to make income through SLAs (this is compatible with what a network should be doing). The main objectives are:
  - helping establish social enterprises
  - working with voluntary organisations/charities that are being supported to become social enterprises
  - developing partnerships with a range of agencies.

Their most common areas of work are:

- Networking and sharing experience – they provide links to national agencies in the Social Enterprise Coalition, Senscot and the Social Enterprise Academy.

- Represent members politically – they represent the local social enterprise sector at the CPP, Economic Development Board and Demonstration Project Board. Their Chairperson is also a representative on the Third Sector Partnership.

ABSEN work primarily with social enterprises – they provide support to both established and 'embryonic' social enterprises. They also work with council officers, schools, community groups and national agencies and have dealings with technical groupings (such as CRNS and retail groups).

ABSEN don't operate a waiting list but they have to prioritise requests as they come in. They will respond to requests for support as they are placed and the Development Worker often has to do unpaid work – and board members also contribute to the workload periodically.

The main area that ABSEN are hoping to develop is their federal structure with local ABSEN agents in each area.

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The ABSEN Development Worker found it difficult to identify specific gaps in support provision. If people come to them with technical questions that they can't answer they will signpost on to organisations or individuals with expertise. They have found it useful to stay in contact with specialists (e.g. legal / financial) that can be approached on an ad hoc basis.

To offer a complete (fully comprehensive) range of support to the third sector would require an extensive organisation – the difficulty is that some services wouldn't be needed all the time (so there is a need to bring in additional support as required).

Previously ABSEN has funded external agencies to deliver training in Argyll and Bute. This is something ABSEN would have liked to continue as there is an ongoing need for locally delivered training.

The ABSEN Development Worker does not think there are identifiable geographical gaps – ABSEN can deliver support all over Argyll and Bute. They are interested in setting up a federal structure in order to overcome geographical issues. They also use conference calls and are developing their business health checks in certain way as these can be delivered remotely.

As outlined above, ABSEN work in partnership with a range of other support organisations. ABSEN is represented on the Argyll & Bute Social Economy Partnership (ABSEP) which also includes Argyll & Bute Council, the Scottish Government, HIE Argyll and the Islands, Federation of Housing Associations in Argyll & Bute and Argyll CVS. ABSEP provides the strategic framework, funding and in-kind support for the development of the sector. ABSEP is chaired and serviced by Argyll & Bute Council (Community Learning and Regeneration).

ABSEN have a contract in place with ABSEP for the provision of support to local social enterprises which is managed through a service level agreement. Over a 15 month period to the end of October it received in the order of £80,000. Around half came from LEADER, around £23,000 from the Scottish Government, around £9,000 from Argyll and Bute Council and £9,000 from HIE.

This budget has now reduced to around £45,000 annually but most of the funding will go directly to ABSEN. ABSEN anticipates that it will generate additional funding from other sources including HISEZ and the Fairer Scotland Fund.

4.2.6 Mull and Iona Community Trust

Mull and Iona Community Trust (MICT) have their main office in Tobermoray and offices in Craignure and Bunessan. MICT is a development trust. It is a company limited by guarantee with charitable status. The charitable element of MICT provides support for organisations on Mull and Iona, but they have also established a trading subsidiary which provides training and consultancy support for those living elsewhere. They have an annual turnover of £400,000. In total, they employ 14 staff members (FTE 9.5 staff) – this includes one chief executive, one administrator, and five project officers. The remaining staff members are frontline staff (working in charity shops and as Country Rangers). MICT provide the following support services:

MICT support services:
- Fundraising – providing advice and will directly undertake fundraising for a fee.
- Project management – assisting community groups
- Distributing funding – (as a Development Trust) they run charity shops and give out small grants to community groups on the islands.
- Advice on governance / constitution – but will also refer clients on to Argyll CVS / VC and Argyll Community website. *This type of advice is not the responsibility of MICT but to date they have been happy to provide advice to small organisations for free.*
- Providing training to island groups (e.g. Directors) as required – tends to be charged for as they don't get funded for this by the Scottish Government (unlike CVSs). If unable to pay for it they will signpost them to CVS courses.
- Administration – administration support provided to 1 or 2 orgs – e.g. minute taking / reviewing accounts.
- Provide educational support to community groups (e.g. youth groups) through their Country Ranger service.

The most common areas of work for MICT are:
- funding enquiries – and people applying to them directly for funding; and
- constitution advice.

They provide support to lunch clubs, youth clubs (mainly sports based), local environmental groups (e.g. ornithology), local rugby club, village groups – basically, any voluntary community group on the island can apply to them for grant support. If they are approached by a for-profit organisation they will refer them on to HIE / Business Gateway. MICT deal with between 30 and 40 organisations each year.

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MICT is not currently operating a waiting list for those seeking support but they feel they are probably working over-capacity for the size of the organisation.

They are involved in activities as a development trust in addition to the social economy support work they do. They are involved in a number of projects which include a woodland expansion project, renewable energy projects, and the development of a business centre (which will include training facilities which can be used by third sector). MICT is also contracted by Argyll and Bute Council to provide a Country Rangers service and recycling facilities. They also run charity shops – generating income to provide small community grants.

In addition to the employment these activities generate, they are also able to provide a lot of volunteering opportunities on the islands.

MICT's trading subsidiary will work with any organisation. It will provide consultancy support, training and planning advice for other social enterprises (e.g. development trusts) and private companies. MICT is building up its trading activities – providing consultancy support due to the knowledge and expertise it has built up.
In terms of future activities, their priority as a development trust is to generate sufficient income to be self-sustaining. As a result they will be offering more consultancy support and training – but this is specialised and to a national market. When they open the business centre there will be more capacity for training on Mull.

MICT gives a lot of free advice and support to local organisations but may in the future signpost them to ACVS (or the relevant local intermediary). At one level they recognise that they are depriving the CVS of potential work. But their hope in the future would be that, if a local organisation is seeking support from a CVS, MICT's trading subsidiary would be contracted to provide where appropriate on a fee earning basis. They believe there could be mutual benefits from such an arrangement.

Staff at MICT felt that there may be geographical gaps in support to the third sector across Argyll and Bute although they recognised that the landscape of support is changing. In some parts of Argyll there is not a visible presence from Argyll and Bute Council's CLR team. They felt Coll and Tiree was not served particularly well but people "got by". Other areas that historically have not had great support included Helensburgh, Lochgoilhead and the Kintyre peninsula. However, over the last few years communities have become better linked as a result of the internet. The Argyll Community website was felt to have made a

difference. The impending partnership between ACVS and ABVC was also seen as a positive move in terms of improving services.

Their view was that one of the biggest gaps was a clear map of support. Groups seeking support often do not have sufficient knowledge about "who is out there". Currently there's nobody to say 'here's the phone number to call for support'. Providing basic information and signposting is therefore a priority. These are issues being considered in the Demonstration Project and Best Value Review of CLD services.

4.3   Other Organisations Providing Support to the Third Sector in Argyll and Bute

As well as the main intermediary organisations there is a range of local, regional and national organisations providing support and advice to third sector organisations operating in Argyll and Bute. We have identified a number of these operating at a local, regional and national level which we describe in the following section. And there will be many others that are sector specific.

4.3.1   Opportunity Kintyre

Opportunity Kintyre provides mentoring and coaching for businesses operating in Kintyre. They currently have one p/t staff member and an annual budget of approximately £50,000. They are a company limited by guarantee and are applying to become a charity.

Opportunity Kintyre provides coaching to any type of business, and to anybody interested in setting up a business in Kintyre. A small part of their work (about 10%) is with voluntary organisations – they have provided support to 11 non-profit organisations over the past two years (for a total of 107 business and individuals supported).

Their most common area of support is helping people with their business concept. The main focus of the coaching is on: productivity; marketing; and project management. They also provide support with team building and help organisations access networking opportunities.

4.3.2   Cowal Community Care Forum

Cowal Community Care Forum (CCCF) has its office in Dunoon and represents the community care sector in Cowal. The Forum has an annual budget of £35,600 (2009 figure) and employs one Development Officer. CCCF is governed by a voluntary Management Committee.

Service provided by CCCF:

- CCCF administers and provides development support for the Locality Public Partnership Forum for Cowal. This promotes partnership working between statutory agencies and service users and local third sector groups.

- CCCF also chairs and provides development support for the Local Public Health Network in Cowal. This is an important network for statutory agencies and third sector groups to work together to target health inequalities throughout the population of Cowal.

- Currently developing a website to provide information widely and encourage dialogue between statutory agencies, users, carers and voluntary groups. There is potential for this to link to the Argyll Communities website (as a central site for the third sector in Argyll and Bute).

- CCCF produced a transport information booklet for users and carers to fill the information gap on transport information for health related and social services related journeys.

CCCF indicated that their most common area of work is ensuring marginalised, hard to reach individuals and groups are properly consulted about services. They are very active in public consultations on services.

They work, potentially, with all community and voluntary sector groups in Cowal that have a remit related to care provision. This ranges from voluntary sector groups which provide specific services, such as support for carers or support for older people, to special interest groups, such as elderly forums and access panels. Last year CCCF provided support to 33 organisations in Cowal.

They also work with statutory agencies providing: information about user and carer and voluntary sector views; information and advice about good practice in participation methods and processes; independent consultancy to gather user views, conduct community surveys; expertise in constructing participatory processes e.g. questionnaires.

CCCF does not operate a waiting list and tries to meet need for support as this arises. They indicated that they have a long list of things they would like to do and work under pressure to ensure people are represented. In relation to 'spare capacity', they felt that their Development Officer could work a further 15 hours a week if funding was available. CCCF is currently trying to gain funding to expand their activities into remote rural areas. They hope

to be able to provide training and IT equipment so that isolated service users can easily take part in service planning processes.

They link with other service providers through their membership of Argyll CVS. They use the CVS website and other services, such as advice about funding applications.

In relation to gaps they felt that there is not enough support from ACVS / AVA due to either underfunding or the way resources are used. There is a lack of information on the third sector on services, training and funding.

4.3.3   Highlands and Islands Enterprise (HIE) – Argyll

The Strengthening Communities Team within HIE have their office in Lochgilphead. They are responsible for Argyll and Bute excluding Helensburgh and Lomond. They are able to provide some support to larger social enterprises in the area but are not a major provider of support to third sector organisations locally.

HIE support services:

HIE works with a number of social enterprises to maximise projected growth in turnover, through an Account Management process. HIE's support is through staff time, targeted consultancy and sometimes grant funding. The Account Management process is intensive and involves an advisor meeting with the organisation and getting them to think about what they would like to do differently – and how to do that (so if they want to improve marketing, the advisor asks them to talk through their existing marketing strategy and discuss what the issues are). The aim of this process is to enable growth and increase income so that these organisations are not so reliant on grant funding.

Their most common areas of work are:

- Growth of Social Enterprise – support for growth in turnover; and
- Community Account Management - this is where the whole community are involved and develop a community growth plan. For example, HIE may be trying to encourage a growth in population or more small businesses – they try to find out what would most benefit the area and try to help them achieve it. One organisation would take the lead in advertising for a local development officer and they would be in place for two to three years. HIE make the decision which communities will get this help (based on population statistics, deprivation information and an assessment

of which has the most issues and which could benefit the most) although communities do approach HIE wanting to be considered. Three areas are community account managed each year across the HIE area.

HIE support social enterprises with projected growth in turnover (of 20% in three years) – these are already established social enterprises. They no longer work with community groups. The focus is on larger organisations that have a significant impact upon their community, and have a clear business plan incorporating growth. Organisations working in fragile areas are a priority (areas of high deprivation and these tend to be remote rural areas of the Islands). In 2008/09 there were five Account Managed initiatives and initial development work with a further 10 to 15 in Argyll and Bute.

HIE work in partnership with other infrastructure organisations through networking and participation in the CPP. They feel that there may be gaps in support for smaller community based organisations. If HIE come across organisations who do not meet their criteria in terms of the 20 per cent growth target then they can pass them onto Business Gateway, or CVS depending on the sorts of information and advice that they are looking for. They feel that there is good support for social entrepreneurs but there is perhaps a gap in support for those just wanting to start a community organisation that is unlikely to have any great turnover.

4.3.4   Highlands and Islands Social Enterprise Zone (HISEZ)

The HISEZ team are based in Inverness and cover the whole of the Highlands and Islands. They have two f/t officers, one p/t officer and around six contractors spread geographically across their area of operation.

HISEZ services:
- Some HISEZ services have been subcontracted to ABSEN and Social Enterprise Academy. As part of this arrangement, ABSEN are the Area Advisor for Argyll and Bute. Area Advisors conduct site visits to discuss business proposals (and consider whether the social enterprise model is appropriate). They then propose suitable action including establishing contacts and undertaking suitable training.

HISEZ directly deliver the following support services:
- Signposting. This is delivered to different categories as follows:
  - Individuals: introductions to Firstport, Social Enterprise Academy etc
  - Voluntary organisations: introductions as above and signposting to assist them to

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become social enterprises

- Social enterprises: signposting and support to assist them to bring about the changes that they may require to progress their business.

- Monthly newsletters for the sector.

- Regular networking events and an Annual Conference.

HISEZ say that their most common area of work is assisting organisations to overcome their lack of funds by helping them to realise how to run their business in a more efficient manner. Most enquiries come to them because people are running out of money and are looking for more grant-funding. HISEZ helps them to consider new ways of running the business side of the organisation.

HISEZ works with social enterprises and individuals / groups that wish to create a social enterprise. They supported 100 organisations in 2008/09. In terms of service uptake, they are flexible enough to meet current demands and as yet their waiting list has not been stretched.

There are many service areas that they would like to develop in future. They are interested in doing more 'back office work'. They are also thinking about offering staff as board members for other social enterprises. They said that they are always looking for new contracts and services. They have piloted working lunches in other areas and are keen to partner with ABSEN to deliver these in Argyll.

They communicate with other infrastructure organisations in Argyll and Bute as openly as possible. They use their website and newsletters to encourage people and organisations to work with them. Some information is covered by the data protection act, but they share everything outwith that. ABSEN is a sub-contractor of HISEZ, as is the Social Enterprise Academy and the Chief Executive Officer (CEO) of HISEZ is on the Board of the Social Enterprise Coalition.

4.3.5   Business Gateway

Business Gateway has offices in Lochgilphead providing support to all of Argyll and Bute with the exception of Helensburgh and Lomond (there is a separate office in Helensburgh managed by a different contract). They have a staff team of six and three business advisors.

In the past, support had been offered by Highlands and Islands Enterprise but Argyll and Bute Council took over responsibility for this. As a result, Business Gateway has only been operating in the area since April 2009, making it a relatively new service.

Business Gateway service:

- Provide advice and signposting. They are not a funding body – but they do have a database of funders that they can signpost organisations to for information.
- Business Gateway website which gives information on legislation, employment, etc.
- National phone line people can call for advice and have information sent to them in the post.
- In Argyll and Bute they hold local workshop events – which can be for start-up businesses – such as finance, IT, tax returns, etc.

Their most common area of work is supporting people to develop and explore ideas and training through workshops. Business Gateway has a series of national workshops which have been adapted for local use – these include topics such as tax returns, website design, etc. This can be demand led if enough people want a particular workshop.

They work mainly with local businesses – sole traders, but there are also six existing social enterprise companies who have received their services. They are also putting together a large referral network where they work with banks, job centres, accountants, etc so that they can learn more about Business Gateway and refer their clients on for additional support.

There is no waiting list. Advisors make the best use of their time, in terms of meeting with people. People can meet with an advisor within five working days. Since April 2009 they have had 224 enquiries and 141 advisor appointments.

They share information with other support organisations in Argyll and Bute. The Council website promotes Business Gateway and their workshops, and sends emails to particular organisations to promote their service and specific workshops that are coming up. They feel that there could be an overlap between the workshop training they provide and the needs identified by the Demonstration Project – and would be willing to work collectively to deliver this service.

In terms of developing their service, they are interested in feeding into economic development priorities, looking at how to strengthen networks and how to link these with the

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third sector. They are continually looking to find new products to help growth or start up businesses.   They do not have any views on whether there are gaps in support services as they have limited experience to date of the third sector.

4.3.6   Firstport

Firstport is a national organisation providing business advice and funding to social enterprises. There are two main elements to their service:

Firstport services:
- Client support managers – providing business advice and training to organisations (including start-ups).
- Awards programme – funding awarded at two levels (up to £5000; up to £200,000).

They have been providing a series of master classes across Scotland looking at: marketing; outcome measurement; operational planning; and legal issues. They have been providing training to third sector organisations in Argyll and Bute in collaboration with ABSEN.

4.3.7   Realise Mentoring

The Realise Mentoring team is located across Scotland, with the programme managed centrally by four partners and delivered locally through the Chambers of Commerce and the CVS network and their team of mentors around the country.

The aim of the Third Sector Mentoring programme is to provide mentoring support to leaders of third sector organisations to help them to improve the financial sustainability of their organisations and to make a step-change to become more enterprising.

Realise Mentoring service:
- Provide Third Sector Mentoring programme – this involves a 'health check' to ascertain status of the organisations and areas where support is required. Organisations are then allocated a mentor and agree aims and programmes of support. Mentoring support takes place at least one day a month for each organisation and is available for up to 12 months. Mentors provide support with operational and developmental issues. They do not offer business advice - their role is always to facilitate open discussion, share their knowledge and experience, offer an alternative perspective and challenge the mentee to look beyond the immediate future.

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To be accepted on to the programme, an organisation will need to show that:

- it is non-profit distributing and principally has social aims.
- It is governed by a voluntary management committee or board.
- It is independent of government.
- It seeks to diversify its income base and has, or aspires to have, some trading and/or contracting activity that it wishes to develop.
- It is committed to becoming more enterprising and is actively looking to develop long-term sustainable income. There should be evidence of intent, which is shown in a business plan or development plan.
- It is prepared to commit at senior management level to the mentoring programme for a period of up to a year.

The programme is open to organisations irrespective of turnover, staffing level, location or sector. It is open to any leader or decision maker of a third sector organisation that has aspirations to grow, diversify income streams and become more sustainable.

Since it was launched in April 2009 Realise has had in the order of 75 enquiries, resulting in around 20 mentoring arrangements being established. To date only one enquiry has been received from an Argyll based organisation.

4.3.8 The Prince's Trust, Lochgilphead

The Prince's Trust is a national charity which supports young people through training, skill building, business loans, grants, personal development and study support outside school. They have an office in Lochgilphead which provides services to Argyll and Bute and the Islands. There is one staff member supported by a team of volunteers.

Prince's Trust services:

- The Trust offers financial awards to young people (aged 14 to 25) to help them achieve goals.
- They run various courses in self development and specific skill areas to ensure young people reach their full potential.
- They engage with other organisations to network and ensure their clients can access our activities within other parts of the country.
- They have a contract with the Council to support the XL Initiative in secondary schools throughout Argyll and Bute. This is a Prince's Trust initiative looking at young people in S3 and S4 who are not achieving for whatever reason.

They work with a range of organisations including: schools, careers service, police, social work department, criminal justice teams, council departments, Forestry Commission, SNH, youth services, job centres, ASET, and local networks.

They are in contact with intermediary organisations through membership of various forums: Youth Connections, MCMC, the Volunteer Centre and CVS (online).

4.3.9   The CADISPA Trust

CADISPA (Conservation & Development in Sparsely Populated Areas) is an independent, applied research and rural community development project based in Glasgow. They work in all rural local authority areas in Scotland. They are a company limited by guarantee and are governed by a Board of Directors. They have one chief executive officer and one project administrator, and an annual budget of £100,000.

CADISPA has two primary objectives:

- Firstly, to enable local people, living and working in rural communities to become powerful and informed about the future development options of their community.
- Secondly, to ensure that this development is located within the 'triangle of sustainability' and takes into consideration environmental, economic and social issues - they work towards this by helping local people develop a definition of sustainable development that is relevant and meaningful to them.

CADISPA support service:
- This is achieved by working closely with local community groups both remotely and on the ground, by providing support and advice on strategic issues.
- Host CADISPA networking events - gatherings, clustering and roadshow events, creating opportunities for community groups across rural Scotland to meet informally, with each other and experts, to discuss a variety of issues including funding, village halls, project management and environmental concerns.

Some examples of CADISPA support provided in Argyll and Bute include supporting Isle of Jura Development Trust with business planning, support to Lismore Historical Society for the development of a Gaelic Heritage Museum and Community Centre, and a 'clustering' event held in Oban.

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CADISPA work closely with other support organisations in Argyll and Bute including: HIE; Argyll and Bute Council, Islay and Jura CVS; LEADER Community Energy Company; ALI Energy.

In terms of gaps in support services, they feel that other organisations working in the area are not able to provide a comprehensive service in the form of 'hands on' support provided directly to community groups.

4.3.10 SHARE

SHARE is a national membership organisation providing training and development support for the housing sector in Scotland. SHARE provides a wide range of training focusing on three themes:

- committee training;
- staff training; and
- IT training.

In addition, SHARE organises in-house training as well as facilitating review days, strategy days and teambuilding events for members. SHARE is a charitable Company Limited by Guarantee. It is controlled by an executive committee elected by its member organisations (there are currently over 80 members). SHARE provides training to non-member organisations at a higher fee.

There are four Registered Social Landlords (RSLs) based in Argyll and Bute and all have accessed support from SHARE in the past year. The type of support provided iicludes:

Examples of SHARE support to RSLs:

- IT training
- Plain English training
- Diversity training
- Finance training
- Project Management training
- Customer Care and Databases
- HR training (e.g. best practice and appraisals; recruitment and diversity; group structures and shared services
- Governance training
- Communication training (including lobbying and influencing strategies).

4.3.11 Development Trusts Association Scotland

Development Trusts Association (DTA) is the trade association for development trusts with approximately 142 members. DTA has limited resources and employ 4.5 staff nationally. One staff member is responsible for rural areas (which make up three quarters of their membership).

DTA support:

- Working with communities who want to become Development Trusts – speaking to groups, running workshops but do not offer 'hands on' support as there are resources issues (e.g. they are often asked to attend DTs board meetings but they can't do this).

- Signposting (and try to signpost to other DTs who can help smaller or newer DTs).

- Working with organisations who want to become a DT (and existing members always get priority) – those who approach the DTA and have no intention of becoming a DT are signposted to other organisations.

- They also have an arrangement with some private and third sector organisations offering a legal helpline and an employment policy and practice helpline.

There is not one 'most common' area of support – but people who keep in touch with the DTA are the ones who get the most out of them. They do not provide ongoing support – but will support members if and when they require it. Key areas they are involved in are enterprise and helping DTs acquire assets.

They have trained other organisations to carry out their work in the most rural parts of Argyll and Bute – for example the support role taken up by Mull and Iona Community Trust. Other membership organisations that they support in Argyll and Bute include:

- Colonsay Community Development Company;
- Arrochar & Tarbet Community Development Trust;
- Isle of Luing Community Trust;
- Eilean Eisdeal;
- Tiree Community Development Trust;
- Island of Kerrera Residents' Association;
- The Isle of Jura Development Trust;
- North West Mull Community Woodland Company; and
- Ardrishaig Community Trust.

They are in contact with other organisations offering support to the third sector such as ABSEN and ACVS. They will call them up if they are offering training or a workshop in Argyll and Bute to find out if there is local demand and to ask the CVS to help promote their events.

They feel that there are gaps around enterprise support. HIE have a strong presence but they have changed their focus from start-up organisations to those who are more established. DTA want to develop in this area themselves to offer more 'enterprise support' in a more focussed and intensive way as at the moment this is 'light touch'. In the past (with a previous funding stream from the Esmee Fairbairn Foundation) they were able to bring in outside consultants to help organisations. They would like to offer more tailored and bespoke support like this – but do not currently have the resources.

They also think that there are gaps in terms of mentoring and succession planning (for example, a common problem for development trust boards is handing over to the next generation once they want to move on (or burn out) – the loss of a few key people can destabilise a trust or cause it to lose momentum.

They would also like to develop their service to give more support on asset acquisition – how to get hold of an asset, how to manage it and get the best out of it.

4.3.12 Social Enterprise Academy

The Social Enterprise Academy (SEA) is a national organisation providing learning and development for people working in, or towards, a leadership role in the third sector.   The Academy is a social enterprise itself, and delivers courses to the public and private sectors, as well as the social economy sector. The Academy has three staff members covering the Highlands and Islands and seven tutors available to supplement courses.

SEA services:

* Training and learning - The SEA offers learning programmes to third sector organisations, such as one day training on enterprise and sales and two day courses on 'understanding social enterprise' and accounting, procurement, etc.

  They can tailor their training courses to suit individual organisations and be flexible to their needs. There is no criteria for accessing training. Some of the courses are better suited to new organisations or charities – such as the 'understanding social enterprise'

> course - while other courses such as the level seven leadership course (aimed at Postgraduate level) are for those in more established organisations.

In terms of their most common area of work, shorter courses – such as Understanding Social Enterprise are a good starting point and seem to be popular. In terms of numbers of users, the leadership courses are the most popular.

They predominantly work with the third sector but have offered courses to HIE staff and to private sector businesses. Last year they provided support to 200 learners (across the wider HIE area). They currently have spare capacity and suggest that they can be both reactive to requests for help and proactive – in an attempt to target specific organisations. If organisations approach SEA then they will do all they can to work with them.

The SEA promote their work through ABSEN, HISEZ, and Business Gateway and other intermediary organisations.

In terms of gaps in support provision, they feel that there needs to be more support for individuals on a personal level – not just business plans people need support with, but personal learning plans.

4.3.13 Supporting Voluntary Action (delivered by SCVO)

Supporting Voluntary Action (SVA) is a national programme funded by the BIG Lottery Fund and delivered by SCVO which aims to strengthen local support for the voluntary sector. It focuses on local CVS networks and has been looking at the development of third sector interfaces. SVA involves a range of projects; SCVO provides the day-to-day support and management for all the projects.

SVA has a number of elements:
- *Quality Matters* – this strand involves developing a quality framework and a shared brand identity for the CVS network;
- *Managing Intelligence* – focusing on developing a coordinated approach to data on the third sector. This will see better matching of local data with SCVO and OSCR requirements;
- *Collaboration and Connectivity* – helping put resources and tools in one place to help collaborative working between CVSs and other intermediaries;
- *Leading in Change* – supporting CVS boards and senior staff to develop their skills for

leadership;

- *Developing Organisations* – aiming to provide better and more consistent organisations development support to voluntary organisations delivered through single interfaces (eg sharing common organisational tools);

- *Think Tanks* – which allow local and national infrastructure organisations to network to develop best practice in support.

SCVO told us that there has been buy-in to the SVA programme in Argyll and Bute with intermediaries getting involved in the "change champion" work they have been doing. This is about identifying good practice and trying to roll it out across other organisations (for example, though sharing administrative functions as is proposed for IJCVS and BCL). Individuals have also been taking part in the Think Tanks events.

4.3.14 Association of Argyll and Bute Community Councils

The Association of Argyll and Bute Community Councils (AABCC) is a statutory body providing a voice to the 56 community councils throughout Argyll and Bute. It does not offer advice and support to third sector organisations – but the individuals involved on the community councils can give advice and support where necessary (this is on an individual basis through their own experience and skills). They have an important role in signposting given the level of contact they have with community organisations.

Charities, or small local organisations representing the church, the village hall, or childcare organisations can receive help or support from individuals on the community councils. Most of the work that they are involved with relates to communities concerns about issues such as infrastructure (the condition of roads), water supplies (in discussions with Scottish water about maintenance), and environmental issues such as refuse collection – anything that they can exert influence over.

They feel that community councils do a great job locally influencing different councils and affecting communities, but there are missed opportunities in terms of influencing strategic decision making.

In relation to support to the third sector they feel that there are geographic gaps – the Social Enterprise Network, CVS, and to an extent community councils, can only do as much as the resources allow and because of the geography, this means that not everyone can access it.

4.4   Support from Argyll and Bute Council, Community Learning and Regeneration

Another key source of support to the third sector is Argyll and Bute Council's Community Learning and Regeneration (CLR) Team. The team is part of the Council's Community Services division and work out of offices in Dunoon, Oban, Lochgilphead, Campbeltown, Rothesay and Helensburgh.

CLR provide support to all types of organisations in the third sector. They provide a range of support including: advice on grant aid, assistance with capacity building, youth work, adult learning, training, financial assistance through grant aid, accommodation in community centres and through school lets and minibus hire.

Their three main areas of work are: community based adult learning (including adult literacy and numeracy work), community capacity building and youth work. In relation to these they operate in a variety of roles: direct sole provider; providing jointly with the third sector; and supporting the third sector to provide.

CLR engage with the intermediary organisations through a variety of forums including the Fairer Argyll and Bute Partnership (part of the CPP) and the Argyll and Bute Social Economy Partnership. Local CLR teams are engaged in local networks and the local Area Development Groups.

CLR officers told us about the main areas of support they currently provide at the local level. Details of the support currently provided by CLR across its four operational areas are given in Annex Four.

As previously stated, a Best Value Review of the Council's CLD services was published in October 2009. The Review Team found that in relation to CLD support to the third sector:

- There is no clear link between the community capacity building work being carried out within the CLD service and the wider engagement of the Council with the third sector.
- There is little co-ordination among the various third sector funding streams throughout the Council.

The review proposed that there should be a single point of contact within the Council for engagement with the third sector in relation to funding, development and support.

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4.5   Summary Findings from the Scoping Exercise

This section outlines some broad findings from the scoping exercise:

1. **A fragmented range of providers** – We found that there is a wide range of providers that third sector organisations can look to for support. These vary in their geographical area of coverage (national, regional and local); typography of organisation they work with (e.g. social enterprises only); type of support provided; and sectors they work with (e.g. some organisations providing support to the housing or care sectors). However, in reality, the majority of support provided and 'first port of call' for third sector organisations are the core local intermediaries based in Argyll and Bute.

2. **Overlap and duplication** – There is overlap and duplication in some services being provided. Support organisations providing the same or similar services is not a problem in itself. There does not however appear to be a cohesive approach being taken to co-ordinating and delivering support services in Argyll and Bute. This means that resources are potentially not being used as effectively as they could be.

3. **Organisational partnerships** - However, there is evidence of local support organisations starting to come together – with ACVS and ABVC merging to form Argyll Voluntary Action in 2010 and IJCVS and Bute Community Links developing shared functions, the landscape of support is becoming more coherent in Argyll and Bute. Fewer disparate support providers will help the task of developing a meaningful single interface for the third sector.

4. **Uptake of support** – Local and other intermediaries are working independently of each other. Whilst local support organisations are generally working to capacity, a number of other support organisations have resources that are potentially being underutilised and could be of value to third sector organisations operating in Argyll and Bute.

5. **Identifying needs** – There is no systematic or unified way to assessing and updating the support needs of third sector organisations across Argyll and Bute. Individual support organisations have an understanding of the context in which they operate to varying degrees but there is no Argyll and Bute wide view. This means that it is difficult to ensure that resources are being most effectively targeted – or whether there are any significant gaps in current provision.

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6. **Organisational capacity** - Some third sector organisations need support in starting to identify their training and support needs. Tools such as the matrix of support requirements may be useful in encouraging organisations to think about their support needs.

7. **Signposting** - Currently, there is no coherent approach to signposting organisations seeking support to the most appropriate service provider. No single point of contact or source of information means that third sector organisations access support in a relatively opportunistic way. This is something that Argyll and Bute Council is starting to look at as a result of their Best Value Review but it is not clear how this will fit with the wider picture.

8. **Support outcomes** - To date, there has been little consistent gathering of evidence of the outcomes of support. While there has been relatively strong monitoring of services delivered and the numbers of organisations accessing support, it is not clear how effective different types of services have been.

5.   Developing the Interface in Argyll and Bute

5.1   Introduction

As discussed in para 2.2.2, the Scottish Government is encouraging a 'third sector interface' be established in each community planning area with the agreement of the CPP to influence and contribute to the delivery of the SOA. Whilst no specific model is prescribed, the Scottish Government anticipates that it will only provide funding to those intermediary organisations that participate in the new arrangements.

This section considers the options available for the development of an interface. It draws on our understanding of the current position in Argyll and Bute, and on experiences elsewhere in Scotland. At this stage we have not consulted support organisations operating in Argyll and Bute on their views on any options, nor do we make recommendations on a preferred option.

5.2   Overview of Argyll and Bute

As we have highlighted in the previous section there are a range of organisations providing support to the third sector in Argyll and Bute. The delivery of services is fragmented. They have developed in different environments and contexts, which has led to differing organisational cultures. Locally they are geographically separate. In addition to organisations providing generalist support to the voluntary sector as a whole, there is a specific support available for social enterprise organisations.

Historically they have not had to work together. There is no voluntary sector network operating across Argyll and Bute as a whole. And there is no compact in place setting out the relationship between the local authority and the third sector.

Against this background the move to establish a single interface with the Community Planning Partnership poses significant challenges: not only in terms of bringing diverse intermediary organisations together but also the uncertainty it creates in terms of future funding and sustainability.

Currently the Third Sector Partnership consists of ABVC, ACVS (soon to merge) and ABSEN. There is a memorandum of understanding between the partners. Islay and Jura CVS and Bute Community Links – as the other local intermediaries - have not entered into

this memorandum of understanding and are considering how they might participate in the Partnership.

The Partnership has received funding (through the FSF) to deliver additional training to the sector and create a website. Voluntary sector forums are operating on a geographical basis. However, the Partnership is not currently recognised as the interface by the Community Planning Partnership.

The Council and its community planning partners have placed high priority on achieving a stronger, more active third sector. An important component of this is an effective interface. Specific outcomes that the CPP wish to see achieved are:

- more active third sector, supporting more community activity;
- better quality support for third sector organisations across the whole of Argyll and Bute;
- equitable access to support for all communities in Argyll and Bute;
- a clear voice advocating the interests of the third sector in Argyll and Bute locally and nationally;
- stronger and more active social enterprises winning contracts to provide services.

On this basis it is unlikely that the current Third Sector Partnership arrangements would meet the requirements for the interface.

5.3   Lessons from Elsewhere in Scotland

In order to gain an understanding of the experiences of developing interfaces elsewhere in Scotland we contacted a range of intermediary organisations at different stages of interface development. We succeeded in speaking with representatives of organisations in five community planning areas: Aberdeenshire; Falkirk; West Dunbartonshire, West Lothian and Orkney. Perhaps not surprisingly those areas where progress was most challenging were the ones that were less willing to share their experiences.

Based on our discussions a number of headline issues emerged that are of relevance to Argyll and Bute, irrespective of the interface model established:

- As would be expected, those areas that have historically had a number of local intermediary organisations (often as a result of former local government boundaries)

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and have traditionally not had to work in partnership appear to be facing the biggest challenges in establishing interfaces.

- Responding to change can be a slow and intensive process. Creating an environment in which people can work together has been more important than creating complex processes or structures. A change in personalities has sometimes provided the impetus to allow more substantial organisational change to take place.

- Providing an opportunity for third sector organisations themselves to be a catalyst for change rather than intermediaries is important to ensure that the views of the sector prevail.

- In some areas where interface development is proving complicated there has been dedicated impartial facilitation work to help bring organisations together.

- The focus of interface development has been on the involvement of local intermediary organisations. Whilst a number recognise the role played by other intermediaries in supporting local organisations, they do not form part of the formal interface with the Community Planning Partnership. However, examples are emerging of formalising arrangements to co-ordinate the delivery of support activities.

- All the organisations that were effectively engaging in their Community Planning Partnership told us that the process "had been worth it". Whilst it had sometimes involved difficult organisational change for intermediaries, the third sector was starting to see benefits from having a strong and coherent voice within the community planning framework.

5.4   Options for the Future

Based on our consultations we would suggest that there are three principles that we think any proposals for an interface must satisfy. These are:

- it must be able to demonstrate that it understands and can reflect the needs and aspirations of all parts of the third sector across the whole of Argyll and Bute, and the environment in which they operate;

- it must build trust with other partners and give them confidence that it provides an authoritative voice in representing the third sector as a whole; and

- it must be able to demonstrate that it is making the most effective use of the resources available to it locally, and harness the wider resources that are available to support the third sector in a strategic way.

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Structures alone will not meet these principles. As we have already highlighted the development of a successful interface will ultimately be more about people and the way they work together than formal structures. However, there are two broad structural models that we can identify for the interface to proceed:

- **Establish a formal partnership arrangement**

  The intermediary organisations operating in Argyll and Bute could enter into a formal partnership arrangement. This option would build on the work of the Third Sector Partnership. Those organisations involved would work in a co-coordinated way to represent the third sector within the CPP delivering the single outcome agreement and providing support to the sector. The arrangements would be underpinned by a written agreement setting out the roles and relationships of the partner organisations.

  This would require considerable developmental work. In particular:

  - any partnership would require to demonstrate that it commanded the confidence of third sector organisations across the whole of Argyll and Bute, and community planning partners;
  - clear arrangements would need to be established covering governance and leadership, co-ordination of services, representation and accountability; and
  - a consistent approach would require to be taken to identifying and meeting support needs, and harnessing local and other resources in an effective way.

Aberdeenshire Third Sector Interface

Aberdeenshire Third Sector Interface (ATSI) is a partnership body consisting of CVS Aberdeenshire Central and South, Bridges CVS, and Volunteer Centre Aberdeenshire. The three chief officers represent the third sector within the Community Planning Partnership. As an unconstituted body, ASTI is unable to receive or distribute funding. However, it anticipates that one partner will take the lead role as banker. Further work requires to be undertaken in developing the model but it has in principle been accepted by the CPP

Operating beneath ATSI is Aberdeenshire Third Sector Network which provides a conduit for information to be passed 'up and down the line' with the Community Planning Partnership.

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> **West Dunbartonshire CVS**
>
> West Dunbartonshire CVS undertakes an annual audit of the third sector. This includes their areas of activity, staffing, skills base, assets, etc. They use the information collected to identify the support needs of the sector over the coming year. The information is also discussed with national and other intermediaries to agree their respective roles as part of an action plan. The plan clearly sets out what outcomes they want to achieve and which organisation is responsible for what. Discussions are currently underway to establish a memorandum of understanding between West Dunbartonshire CVS and a number of national intermediaries.

In its favour this model:

- o is less disruptive to the network of existing intermediary organisations;
- o builds on existing local relationships;
- o is relatively simple to implement and does not require constitutional or significant organisational change; and
- o could, over time lead to greater integration between support providers in an incremental way.

However there are a number of disadvantages:

- o there are significant challenges in managing voluntary partnership agreements which become greater when they involve organisations that do not necessarily share the same culture and do not have a track record of joint working;
- o managing variations in performance between partners can be challenging; and
- o incentives to strengthen performance and develop new ways of working may not be strong.

- ▪ **Establish a single intermediary organisation**
  In most parts of the country where interfaces are now operational, a single intermediary organisation already existed or has been created through organisational mergers. In the latter case the process has often been challenging but, as we have highlighted, feedback to date appears to be positive. A variation of this theme would be a group or federal structure where a holding company is the 'parent' of a number of subsidiary organisations.

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The option would require significantly greater developmental work than the pervious one. The challenges outlined previously would remain. A single organisation in itself does not necessarily command confidence nor ensure meaningful representation or accountability.

Voluntary Sector Gateway West Lothian

Voluntary Sector Gateway West Lothian has been established as a newly constituted body and will incorporate West Lothian Volunteer Centre and Voluntary Action West Lothian.

They have established a Voluntary Sector Strategic Group. This consists of representatives from the third sector covering 12 thematic areas. The group provides a conduit for meaningful consultation between the third sector and the Community Planning Partnership. Representatives on the group are responsible for cascading information to their own sectors.

A Voluntary Sector Forum has also been established which is open to representatives of all voluntary organisations and the local authority. Meetings tend to be arranged around a particular theme.

The option has the advantage of:

- o creating a single organisation to be the voice of the third sector in Argyll and Bute;
- o providing one framework for identifying and prioritising the support needs of the third sector;
- o allowing resources to be channelled through a single organisation so that they can be targeted most effectively;
- o potentially making relationships with other support organisations easier to manage; and
- o creating the opportunity for new ways of working.

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However, the option poses a number of disadvantages:

- it would require existing organisations to agree to give up their independence;
- it would require significant organisational change, creating uncertainty for staff for a period of time;
- it would require a number of legal and administrative issues in relation to company and employment law to be addressed; and
- it could create disruption in services during the implementation phase.

As we have already highlighted neither option provides a panacea for providing a more effective voice for the third sector and its relationship with community planning partners. Crucially either would require to demonstrate that it met the principles we have outlined. In this respect the development process of engaging with, and building the trust of partners, is as important as the outcome.

5.5   Conclusions and Next Steps

As we have highlighted there is a complex network of support provision available to third sector organisations in Argyll and Bute. There are no systematic arrangements in place to signpost organisations to the most appropriate support provider. Co-ordination in terms of identifying and addressing support needs does not happen at a strategic level. Resources, whilst stretched for some intermediaries, may not be being fully utilised from others.

The development of a third sector interface in Argyll and Bute provides the opportunity to address these issues, and to strengthen the role of the third sector in influencing and contributing to the outcomes agreed by the CPP.

Given the current arrangements for providing support and the geography of the area, the task is challenging. But the rewards could be great. Our view is the process is as important as the outcome in terms of identifying any particular model to deliver the interface. It provides an opportunity to build trust between partners and create confidence that the objectives set are appropriate and deliverable.

However, at the end of the day any arrangements proposed must:

- encompass all the third sector in Argyll and Bute;
- command the confidence of community planning partners;
- clearly demonstrate how they will work; and

- make the most effective use of resources available by considering new and innovative ways of working.

Third sector intermediaries operating in Argyll and Bute need to consider how they can build on the work they have already undertaken to achieve this. But they need to do it in an inclusive way involving the sector as a whole and other partners. This will require agreement on a framework for consultation, discussion and negotiation through the development of a workplan. Consideration will need to be given to the resources required, the role and responsibilities of different players and the need for any external support or facilitation.

To be successful the process is likely to be time consuming and intensive at times. But ultimately creating synergies from the skills that are available could lead to a stronger and more vibrant third sector, contributing to the growth of stronger communities across Argyll and Bute.

Annex One

List of Consultees

Intermediaries

- Argyll & Bute Social Enterprise Network (ABSEN) - Mike Geraghty
- Argyll and Bute Volunteer Centre – Glenn Heritage
- Argyll CVS – Glenn Heritage
- Association of Argyll and Bute Community Councils – David Price
- Business Gateway – Kate Fraser
- Bute Community Links – Jim Clinton
- CADISPA Trust – Geoff Fagan
- Cowal Community Care Forum – Irene Edwards
- Development Trust Association – Tom Black
- Firstport – Elaine Ogg
- Highlands and Islands Enterprise – Kerry Grant; Angela Vernal
- HISEZ – Lindsay Dunbar
- Islay and Jura CVS – John Davidson
- Mull and Iona Community Trust – James Hilder
- Opportunity Kintyre – Mary Turner
- Realise – Fraser Lusty; Orela Deane
- SCVO – Paul White
- SHARE – Rod Hunter
- Social Enterprise Academy – David Bryan
- The Prince's Trust – Lochgilphead – Linda Tighe

Argyll and Bute Community Learning and Regeneration Managers

- Argyll and Bute Council, CLR Principle Officer – Jim McCrossan
- Argyll and Bute Council, CLR, Helensburgh – Lorna Campbell
- Argyll and Bute Council ,CLR, Oban – Jeannie Holles
- Argyll and Bute Council, CLR, Mid Argyll, Kintyre – Felicity Kelly
- Argyll and Bute Council, CLR, Bute – Alan Donald
- Argyll and Bute Council ,CLR, Cowal – Liz Marion

Interface Case Studies

- Voluntary Action West Lothian - Richard Duffner

- Falkirk CVS - Kenny Ross

- Orkney Voluntary Action - Gaynor Jones

- West Dunbartonshire CVS - Selina Ross

- CVS Aberdeenshire Central and South - Alan Young

Other

- Argyll and Bute Council - Donald McVicar

- Argyll and Bute Council – Brian Barker, Policy and Strategy Manager

- Argyll and Bute Council – Margaret Fyfe Service Officer - Community Regeneration & Voluntary Support

- Spokesperson for the Third Sector, Argyll and Bute Council - Councillor John Semple

- The Scottish Government - Geoff Pearson

Testing the matrix

- Crossroads Cowal & Bute

- Isle of Jura Development Trust

- Argyll & Bute Women's' Aid

- Craignish Village Hall Committee

- Helensburgh & Lomond Community Care Forum

- Oban & District Disability Forum & Access Panel

- North Argyll Community Trust

- Arrochar & Tarbet Community Development Trust

- Re-Jig Argyll

- Argyll Youth Theatre group

- Oban youth cafe

- Furnace Kool Kids Klub, Argyll

- Cowal Council On Alcohol & Drugs

- Helensburgh Traditional music

- Fyne Homes Ltd

- Dunoon & Cowal Heritage Trust

Annex Two

Argyll CVS – Overview of organisational support to the Third Sector in Argyll and Bute

In 2009, Argyll CVS undertook some brief mapping research to provide an overview of the support provided by interface organisations to the third sector in Argyll and Bute[12]. The study was informed by consultation with over 50 third sector organisations. SWOT analysis carried out with voluntary sector forums for the TSSG gave the following results for the third sector in Argyll and Bute:

STRENGTHS	WEAKNESSES
▪ Vibrant mix of organisations ▪ Diversity of sector ▪ Number of organisations ▪ Responsiveness ▪ Existing organisations skills, experience and expertise ▪ Value for money ▪ Provide sector with effective conduit ▪ Shared context ▪ Innovative (a necessity) ▪ Local support from local infrastructure offices	▪ Fragmented sector ▪ Small groups not being heard ▪ Too much dependence on short term project funding ▪ Uneven spread of support services ▪ All money goes to the islands CVS ▪ Perception of no real engagement ▪ Lack of clear & effective communication routes ▪ Lack of compact with public sector bodies ▪ Information often received too late –from statutory authorities ▪ Premises are problematic
OPPORTUNITIES	THREATS
▪ To raise standards of local support structures ▪ Impact of 2011 unknown – opportunity or threat? ▪ Ability to engage with funders as a collective ▪ Identify structures paving securer future for sector – achieve sustainability ▪ Level playing field between the sectors?	▪ Potential and impact of changed funding not yet clear ▪ Change agenda imposes burdens on resources- financial and human ▪ Funding vs. procurement and tendering ▪ Sector is large – buy-in from some organisations ▪ Expectation this work can be achieved 'on the cheap' ▪ Speed of change expected from sector

The study drew on previous research (by Sheffield Hallam University and others) which had identified constraining factors for the third sector. The team from Argyll CVS found the following issues to be particularly relevant for organisations in Argyll and Bute:

- Uncertainty over funding, 'hidden agendas', and general financial constraints

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[12] *Overview of organisational support to the third (voluntary, community and social enterprise) sector in Argyll and Bute*, Argyll CVS, 2009

- Strategic planning has been patchy and there is limited time to devote to this issue

- Reporting to funders is often time-consuming and over-burdensome

- Efficiency gain is valued by the public sector over effectiveness (which is not the same thing). The third sector brings effective benefits but these are not always measured by public sector

- Some organisations have difficulty in recruiting and training a skilled and experienced board

- Patchy infrastructure support mechanisms, due to lack of resources

- Inadequate investment funds available for ICT and 'back office' functions

- Staff / workforce development constrained by funding levels (across the UK training budgets are traditionally 62% lower than private sector)

- Lack of recognition of social value by the public sector

- Competitive nature of funding works against collaborative working for many organisations

- Failure by statutory partners to recognise the investment required to implement and sustain development required

- Rurality issues including dispersion and accessibility, lack of critical mass, higher costs of services and physical infrastructure per capita, and the dispersed nature of social exclusion.

The overview study included a training needs analysis undertaken in consultation with 84 third sector organisations. This gives a picture of the most frequently requested training courses taken up by the organisations.

Courses requested by 87%+ of consultee organisations
▪ Confidence building and motivation (Steps & Breakthrough)
▪ Skills for management committee
▪ Raise your profile! Advertising and marketing
▪ The funding maze
▪ Funding surgeries
▪ HR in a nutshell, essential practice, policies and procedures
▪ Dealing with difficult people
▪ Setting up a charitable group
Courses requested by 60%+ of consultee organisations
▪ Effective volunteer recruitment
▪ Increasing volunteer effectiveness through training & development
▪ Supporting and supervising skills
▪ Health & safety in volunteer programmes
▪ Risk management in volunteer programmes

- Induction and Governance Training for Trustees
- Constitutions, Memoranda and Articles
- Time Management
- Stress Management
- Excellent Customer Service
- Work/Life Balance
- First Time Management & Supervision
- Equality and Diversity
- Data Protection
- Governance & Legislation (advanced)

Courses requested by 25% or less of consultee organisations

- Planning strategically for volunteer involvement
- Matching volunteers to roles and tasks
- Motivation, retention & development of volunteers
- Developing a Volunteer Portfolio
- Choosing the Organisational Model
- Assertiveness
- Recruitment policy and practice
- Decision making
- Listening Skills
- Leadership Skills
- Telephone Skills

The study also provided a brief summary of the training provided by the main infrastructure organisation operating in Argyll and Bute. The research authors note that this is only a brief descriptor of the service provided by each organisation, but this gives some indication of overlap in training provision.

Provider	Training Available	Other sources
Argyll and Bute Social Enterprise Network (ABSEN)	Governance. Legal & Financial. Training for social enterprise organizations. Public Sector Procurement & Social Enterprise Awareness.	Some availability through CLR. Governance training from VC and the CsVS.
Argyll and Bute Council, Community Learning and Regeneration (CLR)	Organisational structures, managing a voluntary organisation, Social enterprise training, Funding. Differences in availability between areas. Signpost to other agencies, Learndirect centres.	All available through ABSEN, VC and CsVS.
Argyll CVS	Range of support to organisations, from start up to governance (using NOS), Funding advice, Monitoring, evaluation, range of HR (CIPD), and skills development eg, communication, assertiveness, confidence. OSCR training. Tailored courses. Payroll	Some availability through CLR or ABSEN in some areas.

	service to sector.	
Argyll and Bute Volunteer Centre (VC)	Investing In Volunteers (IiV). Accredited provider all IiV modules (10 modules all available stand alone). CRBS training partner. STEPS & PX2, personal development (PI certificated). PVG. HR 'soft skills' (CIPD and CMI). Tailored courses. Learn Direct branded centre. Volunteer – related workshops. Timebanks and Shelter Pathways joint initiative. Community engagement training.	Sole accredited trainer for all IiV courses. Limited STEPS availability through Bute Healthy Living.
Opportunity Kintyre	Business mentoring, Sirolli 'enterprise facilitation' support for social enterprises, based on mentoring/coaching model instead of 'one off' courses	None.
Islay and Jura CVS	Organises training to support organisations generally through other sources. Eg, governance, OSCR, management	ABSEN / VC / national bodies.
Bute Community Links	Unable to obtain information and none on website. VC offers support and STEPS in partnership with Bute Healthy Living.	VC. Bute Healthy Living or STEPS.

Annex Three

Discussion Guide for Social Economy Organisations (use of support services and testing of support matrix)

Background information
- First of all some information about your organisation....
  - Type of service delivered
  - Location (base and any other offices)
  - Staff summary (paid or volunteers, numbers and positions)
  - Annual income/budget/current funding arrangements
  - Governance arrangements

Current support
- Which organisations or agencies do you know of currently offering support to third sector organisations like yours?
- Who do you currently get your support from?
- If you have accessed support in the last 12 months......
  - what kind of support have you accessed?
  - Which organisation offered you this support?
  - What did you think of it/how satisfied were you with the support?
- What are the support needs of an organisation like yours?
- In your view are there any gaps in the support available to third sector organisations like yours in Argyll & Bute?

Future support
- What would be the best way of delivering support to your organisation?
- Are there any particular areas that your organisation would like to develop in the future?
- Are there any areas of support that you could offer to other organisations (e.g. mentoring, training?)

Matrix
- What are your views on the matrix? Is it easy to understand? (probe for detail)
- Was it helpful? (probe: in what ways –did it tell you anything new?)
- Were the types of support listed relevant to you? Was there anything missing?
- What impact (if any) has it had on your day to day business? (probe if highlighted anything unaware of – what happened as a result? Sought information/advice?)
- Any other comments?

Annex Four

The following support to the third sector is currently provided by Argyll and Bute Council's Community Learning and Regeneration Department.

CLR Bute and Cowal

In **Cowal**, CLR mainly provide support to community groups but also supporting one social enterprise and one 'embryonic' social enterprise.

The support they provide depends on the individual organisations but includes:

- Training courses (e.g. ICT, confidence building)
- Advice / support for procedural issues (e.g. running meetings, governance issues, Disclosure)
- Administrative support
- Support for funding (searching for funding and supporting applications)

Support to social enterprises has tended to focus on procedural issues and admin support (This particular org is currently seeking funding for an officer to help with this).

Last year they provided direct support to seven organisations – this does not include ad hoc requests (e.g. for funding information).

There is no waiting list for the service in Cowal – they respond to requests as they come in and try to deal with them within a week.

In **Bute**, the CLR staff are supported by a FSF-funded officer who works with local organisations. There are three main elements to the support they provide:

- Information provision and support – they provide information for the sector through the Area Development Group (ADG) and its sub-groups. They disseminate information to the third sector through these groupings – and discuss relevant issues such as achieving greater sustainability.
- Office support - They provide support with administrative, PCs, and photocopying – but they are located beside the library which can also help with these things. This is

> a diminishing area of support as people are increasingly doing it themselves – or using Bute Community Links.

▪ FSF-funded posts (1.5 FTE) – an officer works out of the resource centre providing support with local community groups. Provides support to committees, helps with minutes, IT, producing newsletters, flyers, posters. Also supports funding applications and funding searches.

Bute CLR works with community voluntary organisations and some social enterprises. The FSF funded post tends to work with smaller community groups.

They work with around 40 organisations a year (from small info requests to full funding applications).

CLR Mid-Argyll and Kintyre

The CLR team in Kintyre provide the following support services:

▪ Training - life skills, committee skills, action planning, child protection issues

▪ Funding support

▪ Policy support

▪ Parenting support (Homelink).

Providing funding information and help with policy development are their most common areas of work. They also provide low cost accommodation (through Kintyre Community Education Centre and schools), use of minibuses and provide grants to voluntary organisations

CLR Helensburgh and Lomond

The CLR team in Helensburgh provide information and signposting, and helping people with funding applications for grants. They are responsible for promoting the available grants and encouraging people to apply for them. The team also support community representatives or existing groups to deliver their services.

Most of the organisations they work with are already established but some are new "projects" with community representatives (for example there is a new "Community Caretaker" project which involves members of the community looking after the children's play areas and grounds of local community organisations).

Their most common area of work is supporting community representatives. Sixty-eight groups are benefiting from this at the moment – a development officer has to recruit, train and support community reps to set up and run projects. This is all face to face work and takes up the bulk of their time. The development officer will work with an organisation for up to six hours per week for a year.

The Helensburgh team say that they can't currently meet demand for support. They have to prioritise requests for support, but due to resource issues they are unable to respond to every request for support.

CLR Oban

The CLR team in Oban offer support to the third sector as requested (and where their resources allow). This includes:

- Assisting with completing grant applications, or other funding forms.
- Supporting advisors on local groups, signposting, supplying information, and administration of letting of community resources.
- Working with the third sector to deliver Youth Work and Adult Learning (including Adult Literacies), at varying levels of involvement, from 'lead' through to 'support' functions.

Their most frequent areas of work with the third sector are signposting and supplying information – often they will be working with an organisation for a particular purpose (e.g. a funding application) and this communication will reveal further support needs.

They work with large, long established organisations and social enterprises as well as smaller voluntary and community groups. Last year they provided support to about 150 organisations with a whole range of input, from letting community facilities through to lead roles in partnership projects. Currently they have no 'spare' capacity, but this does not mean they can't provide support. They feel that they could 'work smarter' in partnership with other organisations, and would like to see support agencies coming together to see who could support what, assuming genuine collaborative intent from all involved would be forthcoming.

In terms of gaps in support, they feel that there is a need for more individual support for the smaller organisations that is tailored to their requirements and available at the time they need it – 'one size fits all' training can be useful, but can only scratch the surface of third sector needs.

Annex Five

Discussion Guide for Third Sector Infrastructure Organisations (scoping of support provision)

About your organisation

1. Can you provide the following information about your organisation:

Location (base and other offices)	
Geographical area of coverage	
Staff summary (posts and current staff level)	
Annual turnover / budget	
Governance arrangements	

About the services you provide

2. What support / advice services do you currently provide for 3rd sector organisations?

3. What types of organisations do you work with?

4. Do you categorise the organisations that you work with according to level of trading / turnover etc? If so, what criteria do you use?

5. Do you provide different types of support to different categories of 3rd Sector organisation?

6. Approximately, how many organisations did you support in 2008/09?

7. What is the most common area of work for your service?

8. Do you provide any additional services (other than support services for the 3rd sector)?

Measuring success

9. How do you measure success / progress against outcomes?

10. Do you have any evidence of the level of satisfaction with the service / outcomes achieved?

Demand, gaps and future direction

11. What other organisations do you know of that provide support services to the third sector in Argyll and Bute?

12. How do you relate to / share information with other intermediary organisations?

13. Do you think there are currently any gaps in support services for 3rd sector organisations in Argyll and Bute?

14. Does your organisation have a waiting list or is there currently any spare capacity?

15. Are there any service areas that your organisation would like to develop in future?

16. Do you have any immediate plans to change your service in any way?

Annex Six

Glossary of Acronyms

Aberdeenshire Third Sector Interface	ATSI
Area Development Group	ADG
Argyll Supported Employment Team	ASET
Argyll and Bute Social Economy Partnership	ABSEP
Argyll and Bute Social Enterprise Network	ABSEN
Argyll Council for Voluntary Service	ACVS
Argyll Voluntary Action	AVA
Association of Argyll and Bute Community Councils	AABCC
Bute Community Links	BCL
Central Registered Body in Scotland	CRBS
Community Education in Scotland	CEiS
Community Learning and Development	CLD
Community Learning and Regeneration	CLR
Community Planning Partnership	CPP
Conservation & Development in Sparsely Populated Areas	CADISPA
Convention of Scottish Local Authorities	COSLA
Cowal Community Care Forum	CCCF
Development Trusts Association	DTA
Fairer Argyll and Bute Plan	FAB Plan
Fairer Scotland Fund	FSF
Highlands and Islands Enterprise	HIE
Highlands and Islands Social Enterprise Zone	HISEZ
Islay and Jura Council for Voluntary Service	IJCVS
Local Social Economy Partnerships	LSEPs
More Choices, More Chances	MCMC
Mull and Iona Community Trust	MICT
National Health Service	NHS
Office of the Scottish Charity Regulator	OSCR
Registered Social Landlord	RSL
Scottish Council for Voluntary Organisations	SCVO
Scottish Natural Heritage	SNH
Scottish Training on Drugs and Alcohol	STRADA
Service Level Agreement	SLA
Single Outcome Agreement	SOA
Social Enterprise Academy	SEA
Social Enterprise Networks	SENs
Social Entrepreneur Network Scotland	SENSCOT
Society of Local Authority Chief Executives	SOLACE
Strengths, Weaknesses, Opportunities and Threats	SWOT
Supporting Voluntary Action	SVA
Third Sector Steering Group	TSSG
Volunteer Involving Organisation	VIO

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Community Planning Report

Prepared for Argyll and Bute Community Planning Partnership

Scottish Enterprise's

Contribution to Economic Development

- West of Scotland -

December 2009

Scottish Enterprise's Contribution to Economic Development

~ CONTENTS ~

For More Information, Contact:

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Brian.Mcleish@scotent.co.uk

1.   Report Summary

1.1   This Report provides information on Scottish Enterprise's activities impacting the Argyll and Bute Local Authority area. As a single National organisation, SE delivers projects and services at national, regional and local level.

1.2   Downturn activity is also discussed as well as our partnership activity.

2.   Scottish Enterprise's Role & Remit

2.1   SE is Scotland's main economic, enterprise, innovation and investment agency[1]. Following the 2007 review of the Enterprise Networks, SE has a particularly focussed remit and we deliver dedicated support services locally, nationally and internationally.

2.2   Responsibility for local delivery of Business Gateway services was transferred to the Local Authorities and the newly formed Skills agency Skills Development Scotland saw the merging of Learndirect Scotland, Careers Scotland and the training and skills function previously held by SE.

2.3   SE's streamlined remit is to work with Partners to support growth amongst Scotland's most ambitious companies, and to help improve the business environment they operate in.

3.   Key and Growth Sectors

3.1   Scotland has a group of ambitious industry sectors with unique global strengths and competitive advantage. In the delivery of our services to businesses, we focus on identifying and responding to the needs of these key sectors as outlined in the Government Economic Strategy.

3.2   The key sectors are:

- Life Sciences
- Energy
- Digital Markets & Enabling Technologies
- Financial & Business Services
- Food & Drink
- Tourism

3.3   Industry Demand Statements (IDS) are currently being produced in collaboration with each of the key sectors to provide direction on how SE should most effectively intervene and invest to   maximise our contribution to the successful development of these industries.

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[1] http://www.scottish-enterprise.com/

3.4   The Industry Demand Statements aim to provide an accessible introduction and overview of industry direction for Scottish Enterprise, setting out:

- The Industry Context
- The strategic goals for the industry in Scotland
- SE's focus and objectives in contributing to the strategy
- The outcomes SE is looking to achieve
- The intervention areas which will help us meet these objectives
- Any change in emphasis
- The role of partners and stakeholders as successful delivery of activity depends on SE working effectively with other bodies in the public and private sector

3.5   If you would like more information on the Industry Demand Statements, please contact your Stakeholder & Partnership Manager.

3.6   We will also focus support across a range of growth sectors as they make a specific contribution to Scotland's economy, including:

- Chemical Sciences
- Aerospace. Defence & Marine
- Construction
- Textiles
- Forest Industries

4.	Scottish Enterprise Business Plan Summary

4.1   Enterprise

We help our business customers address the challenges they are facing in the current economic climate and help them exploit new opportunities.

4.1.1   **What we are delivering in 2009/10:**

- Support a total of £300 - £600 million growth in turnover for companies we support
- Support 700 - 800 companies to improve their performance by operating more efficiently
- Support 17 - 25 high growth start up companies with the potential to reach a value of £5 million in three years
- Maintain Scotland's strong performance in attracting high value inward investment in a difficult global market; attracting at least 1,600 high value jobs
- Support 600 - 700 companies to access new international markets

4.2   Innovation

We encourage our business customers to think creatively about how they develop new products and processes, implement new ways of working and target new markets, as well as challenging existing business models.

4.2.1   **What we are delivering in 2009/10:**

- Support 700 - 800 companies to explore new ways of working through our range of innovation advice and support

- Support companies to develop 200 - 300 new products, services or processes which will help them to diversify or grow
- Stimulate an additional £60 - £70 million of business investment in R&D activity

4.3   Investment

We invest in physical infrastructure projects which will enable the growth of Scotland's key sectors. We are increasing the availability of equity funding through our investment funds and levering more private sector investment in Scottish companies.

4.3.1   **What we are delivering in 2009/10:**

- Secure an additional £130 - £160 million for infrastructure projects from public and private sector partners as a result of our investment
- Generate £50 - £75 million private sector equity investment for Scottish companies through our investment products such as Scottish Co Investment Fund, Scottish Seed Fund and Scottish Venture Fund.

5.	**Scottish Enterprise activity in your area**

5.1   SE delivers distinct projects spanning the Enterprise, Innovation and Investment themes across all the key growth sectors that are vital to Scotland's economy.

The majority of these projects will have a national, and certainly a regional impact across the West of Scotland. For the purposes of this report, we have also highlighted specific projects that have a direct impact on the Argyll and Bute local authority area.

5.2.   Enterprise

5.2.1   Support for growing companies is at the heart of what SE does. One of the key ways in which we do this is through our account management process, by which we provide customised support to companies that are either important to the economy or have the best prospects for achieving growth. The charts below give an indication of the numbers and types of companies that we currently work with in this way, in the West of Scotland this equates to approx 875 companies.

5.2.2   Our work with Account Managed companies varies depending on the needs and objectives of the company itself. Part of the process of account management is the preparation of a development plan with the company, setting out the milestones and objectives to achieve growth. This plan contains actions for both the company and SE. Our support to companies is varied and includes advice, networking opportunities, market research, and acting as a gateway to other agencies and providers of specialist expertise. As can be seen, the support we provide is often not financial but where it is appropriate, and it is in line with the development plan, we can provide access to a product from one of our programmes, more details of these below.

5.2.3   Our support for projects has to meet a number of criteria before they can be approved. These include an assessment of what our intervention is adding to the project. i.e. would the project happen without us, are we enabling the project to happen more quickly or on a larger scale, are we helping to retain the project in Scotland, and what level of other funding is our intervention bringing to the project. We also assess if our intervention would have any negative effects on the economy

and, of course, we ensure that our intervention complies with European State Aid rules.

5.2.4   The portfolio of companies we work with in this way regularly changes as new companies come through the Growth Pipeline (largely by referral from our Business Gateway partners) onto our portfolio and other companies complete projects that we have worked with them on. The relationship with SE remains open and flexible according to the needs of the companies although on average we work with growth companies for about three years, and monitor their performance for three years beyond that.

5.2.5   **Numbers of Account Managed Companies, by Local Authority area, as at 30/09/09**

Account Managed Companies West Region as at 30/09/09
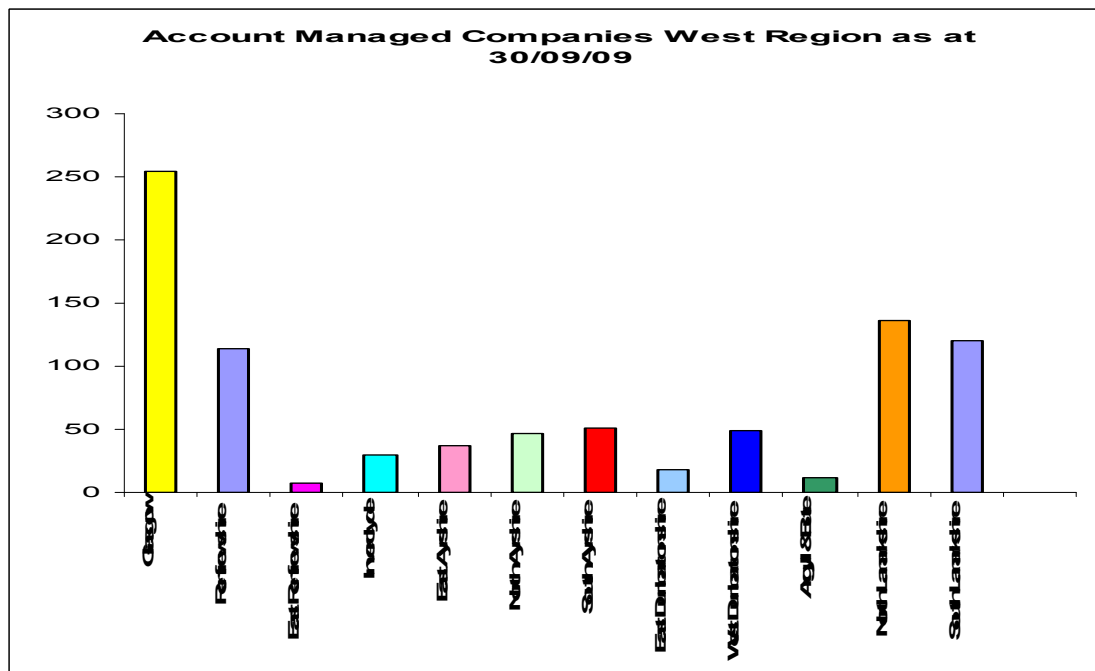
5.2.6   **Account Managed company SECTORS by Local Authority area, as at 30/09/09**

Account Managed Companies in Argyll & Bute by Sector as at 30/09/09
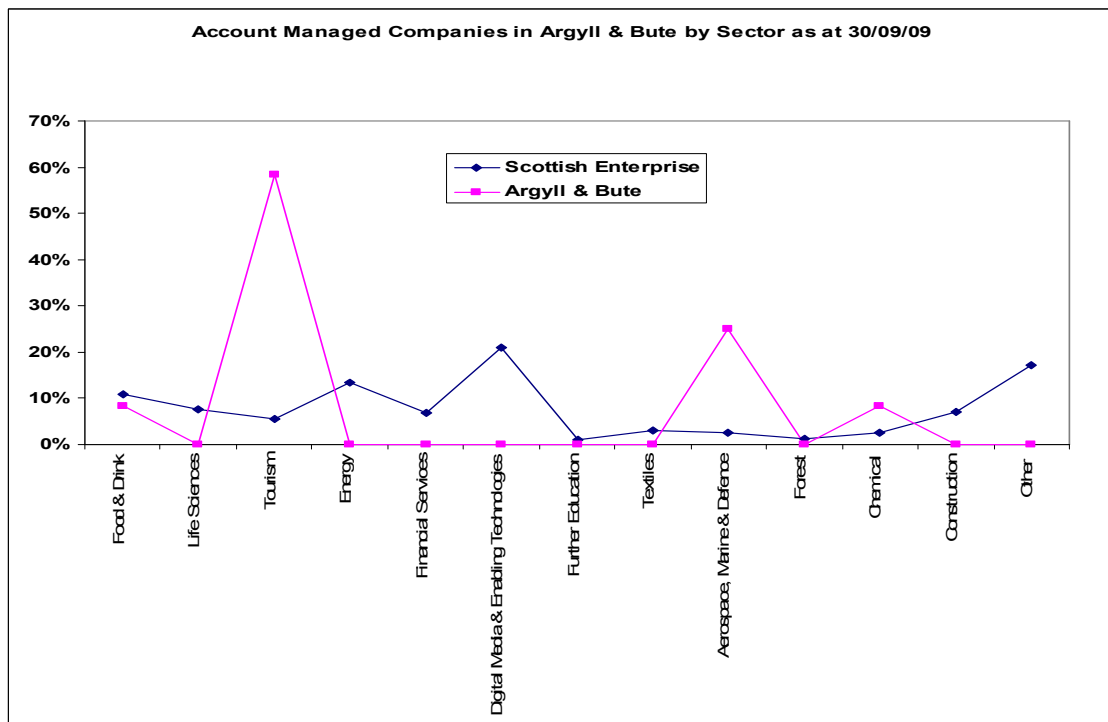
- SE account manages 12 companies in Argyll & Bute and all of these companies are within the key and growth sectors.

- The companies that SE works with in the Argyll & Bute area are prevalent in the Tourism and Aerospace, Marine & Defence sectors.

5.2.7   **Intervention Frameworks**

5.2.8   Our services are grouped together in intervention frameworks, reflecting the key factors that help companies to achieve growth. We highlight below the framework areas and some examples of products delivered under that framework:

- **Innovation**: Product development, innovation in process and business models, and support for Information and Communication Technologies (ICT) and e-business.

  o   Winning through Innovation - This is a seminar programme featuring a headline event, for up to 250 delegates, followed by a series of workshops to encourage greater innovation activities. The workshops are arranged in response to demand and focus on a particular area of innovation.

  o   R&D Grant – This grant provides part funding to a company that is carrying out industrial research or experimental development which will increase capacity or capability in Scotland. The level of grant received depends on the overall project size.

- **Market Development**: Support for internationalisation, as well as sales and marketing development.

  o   Overseas Market Support - This provides support from both Scottish Development International (SDI) and UK Trade and Investment (UKTI).

The support provides companies with assistance to enter new markets develop business in existing markets and establish new international business relationships.

- **Strategy**: Support for strategic development.

  o Investor Readiness Support - This provides support to companies to prepare them to successfully raise new investment. It can assist with the preparation of business plans, financial projections, deal structuring and funding/legal arrangements.

  o Client Review – This is a thorough review of the company, carried out at the start of our engagement, and at key points thereafter. It identifies threats and opportunities which feed into the Development Plan.

- **Business Improvement**: Efficiency improvement and support for sustainability improvements.

  o Specialist Engagement (ICT) - This provides the company with specialist advice to assist them in developing and progressing Information and Communications Technology solutions to meet business needs.

  o Environmental Management Initiative – This consists of a mixture of training workshops and on-site specialist support to raise awareness of environmental issues and to produce an action plan. This action plan will aim to realise savings and improved performance for the company through environmental improvements.

- **Organisational Development**: Leadership development, HR development and IIP.

  o Workforce Development Seminar Programme - This is designed to provide knowledge and skills related to good people management practice. The programme consists of a series of workshops, each focused on a particular area. The programme of workshops attended by any particular company is tailored appropriately.

5.2.9 Products delivered by Local Authority Area

In the period 1 April 2009 to 30 September 2009 Scottish Enterprise delivered 22 products to 12 companies in the Argyll and Bute area. The proportionate breakdown of these products, by type, is shown below:

Support Delivered (Argyll and Bute)

- □ Business Improvement
- ■ Innovation
- □ Market Development
- □ Strategy
- ■ Organisational Development
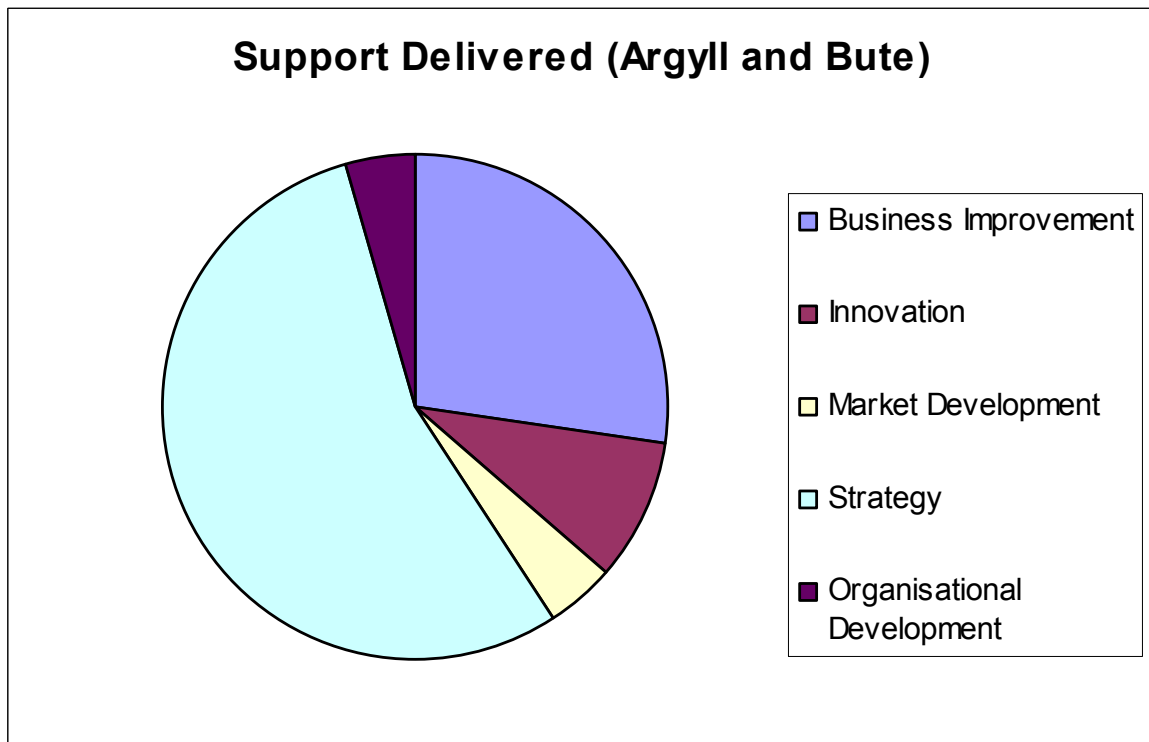
5.3   Innovation

5.3.1   There are a number of projects underway which will have a national impact across Scotland. Some of these projects are highlighted below;

- **The Advanced Forming Research Centre** – The AFRC is a major SE R&D infrastructure project in partnership with University of Strathclyde. A global centre of excellence focusing on forming & forging will be located in a new building at Inchinnan in Renfrewshire.

- **National Delivery of Food Forums in Scotland** - This project aims to develop a nationally coordinated network of industry led regional Food Forums throughout Scotland. Each will be open to companies and organisations associated with the food & drink sector in the region and will aim to stimulate company growth.

- **The Tourism Management Development Programme and 'Listening to our Visitors' Project** – Conferences, seminars and workshops aimed at improving leadership skills in the Tourism industry and activities used to stimulate more effective collation and use of visitor feedback aiming to drive innovation and development across the industry.

- **TMRC (Translational Medicine Research Collaboration)** - TMRI is the delivery vehicle for Scotland's Translational Medicine Research Collaboration, established

to capitalise on Scotland's strengths in Translational Medicine. A participation grant funded by SE will facilitate successful completion of the collaboration.

5.3.2   In addition, the West of Scotland as a key economic hub also hosts a number of projects which although available and delivered nationally, have a particular impact across the West region. Some of these are highlighted below;

- **The Construction Skills Action Plan** – A cluster of major projects developing skills within the construction sector including; delivering of training in specialist and professional skills, development of e-learning packages and business competitiveness training and development.

- **Destination Glasgow Projects** – One of Scotland's key destinations, the promotion of Glasgow as a tourism proposition has a critical role to play in the continued promotion and development of the Scottish economy. A suite of projects spanning many of the City and surrounding areas' strongest tourism propositions includes; the Rennie Mackintosh Legacy project, support for key tourism events such as the Annual Piping Competition and the recent MOBO Awards, Clyde Tourism activity and industry skills and leadership development programmes.

- **Pacific Quay** – The Digital Media Quarter – A range of projects continue to unfold the strategic plans to market this facility both domestically and internationally. A new phase marketing plan is in place and a Growth Programme seeks to support companies moving into the facility with high potential for growth. Additionally, the Universities of Glasgow and Paisley and Glasgow School of Art will together form an R&D and knowledge transfer centre aiming to improve innovation in the industry.

- **Life Sciences Development – NEXXUS** – The Nexxus project was established to promote and support research excellence, innovation and knowledge transfer within the life science community in the West of Scotland. The current phase includes broadening and strengthening connections and widening co-operation across Scotland.

- **SIGMA (Scottish Innovation in Global Markets)** - The SIGMA project has been designed by Glasgow University to increase engagement by Scottish companies in innovation, product development and new supply chains. The funding partners are the ERDF, SEEKIT, Glasgow University and SE.

These highlights provide a flavour of the variety of project activity taking place across the West of Scotland in which SE is playing a leading or a key Partnership role.

In addition to many of the national and regional projects being based in, or having a direct impact on the wider region, the following project has a specific impact on the Argyll & Bute area;

- **The Sail Clyde Industry Group Support Project** – Argyll & Bute, like numerous areas connected to the Clyde, will benefit from this project which is an initiative developed to support the marine leisure industry and to provide improved facilities for sailing in the Clyde Estuary. The initiative aims to double the number of yachts and motor cruises on the Clyde in the next decade.

5.4   Investment

SE invests in physical infrastructure to support the development of the key sectors. We concentrate on projects of regional or national significance, with local regeneration now the remit of local authorities. We do continue to manage some legacy projects, under a settlement with COSLA, in local regeneration.

Projects of regional or national significance in the West region are as follows:

- **City Science, Glasgow -** Strategic business location for key industries, particularly engineering/science, in association with Strathclyde University.

- **West of Scotland Science Park -** Strategic business location for life sciences companies in association with Glasgow University.

- **Power Networks Demonstrator (Energy) –** To be sited at Cumbernauld, in partnership with Strathclyde University and private sector. This will explore the opportunities for power supply into the grid etc.

- **Loch Lomond Shores, Balloch –** Key tourist location. Future strategic direction being considered with public and private sector partners.

- **SECC -** One of Scotland's key tourism projects. SE will contribute to the construction of a new 12,500 seat National Arena at the SECC as part of the preparation for the Commonwealth Games.

- **Clyde Waterfront Partnership -** Supporting development along the river through a partnership between SE, the Scottish Government and Glasgow, Renfrewshire and West Dunbartonshire Councils.

- **Urban Regeneration Companies (URCs)**
  - **Clyde Gateway –** leads on development in the East End of Glasgow and Shawfield/Rutherglen in South Lanarkshire
  - **Riverside Inverclyde -** leads on development in Greenock, Port Glasgow mainly – some new activity in Gourock
  - **Irvine Bay -** leads on development in Irvine, Ardrossan, Saltcoats and Kilwinning
  - **Clydebank Rebuilt -** leads on development in Clydebank

- **Ravenscraig -** major regeneration project. A Joint Venture involving the public and private sector. Discussions are ongoing between the Joint Venture partners, North Lanarkshire Council and Government on the best way forward for this project and on possible public sector investment.

6.	**Purposeful Partnerships**

6.1   SE is a statutory partner in the Community Planning process. Our contribution to Community Planning and the Single Outcome Agreement is best set out by Dr Andrew Goudie, Chief Economic Advisor to the Scottish Government and Chair of the Concordat Oversight Group, in his letter to statutory partners on the subject of SOA Governance and Accountability:

"In relation to the Enterprise Agencies, whilst they remain statutory Community Planning partners their remit has changed. They no longer have responsibility for a number of functions that are of importance to local economic development (i.e. skills, Business Gateway and, in the case of Scottish Enterprise, local regeneration). These

are now the responsibility of Local Government or Skills Development Scotland. While the work of Scottish Enterprise in particular is now more firmly focused on the achievement of national outcomes, the Enterprise Agencies continue to have an important and beneficial role to play within SOAs. This role includes working with local partners to establish economic challenges and opportunities, to contribute to articulating realistic and stretching economic outcomes and, where national and local outcomes are complimentary, to contribute to the delivery of local outcomes."[2]

6.2   We also work in partnership with Local Authority Economic Development Departments, Scottish Government, universities, colleges and other public sector bodies, such as VisitScotland, Highlands and Islands Enterprise and Skills Development Scotland, to achieve our over-arching goals and to maximise our contribution to the Scottish Government's Economic Strategy.

6.3   SE also has a number of partnerships with business organisations such as local economic forums, the Industry Advisory Boards, Chambers of Commerce and the Federation of Small Businesses.

6.4   SE now has Regional Advisory Boards, composed of individuals from the private sector, further and higher education and representation from local authorities. The Boards provide strategic advice and policy input to each of SE's operational regions.

6.5   A close working partnership continues with the Business Gateway, with elements of the national delivery functions presently managed within SE. This is due to gradually transfer out of SE in the coming year and is currently under discussion with COSLA.

6.6   SE are a key member of the Strategic Forum, chaired by the Cabinet Secretary for Finance and Sustainable Growth and as an agency we are aligning our services in order to play a key part in delivering on the Government's Economic Recovery Programme.

7.   Economic Review

7.1   Following the restructure in April 2008 Scottish Enterprise commissioned economic reviews for each region in order to provide a coherent, easily accessible analysis of recent economic trends and establish a performance baseline. The data used in this review was from the period 1999-2007, where information was available. As the data pre-dates the current economic downturn the figures do not reflect current performance but indicate underlying trends and some observations regarding structural features of the economy that remain sound. The data also provides a baseline of performance against the GES targets that can be monitored and commented on over time.

7.2   The West of Scotland region encompasses the local authority areas of Argyll and Bute (Helensburgh and Lomond region), East Ayrshire, East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Ayrshire, North Lanarkshire, Renfrewshire, South Ayrshire, South Lanarkshire and West Dunbartonshire.

7.3   The review looked at a wide array of statistical information, in particular that data that pertained to the purpose targets set out in the Government Economic Strategy (GES). We highlight here some of the most headline findings.

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[2] "Single Outcome Agreements 2009 Governance and Accountability for SOAs", Dr Andrew Goudie, 5 February 2009.

7.4   The GES sets out a target of matching the UK <u>economic growth</u> rate by 2011. Between 1996 and 2006 the West region lagged behind both the Scottish average and UK average growth rate (2.5% vs. 2.8% and 3.2% respectively). Argyll and Bute performed above the national average.

7.5   The West region makes a major contribution to the Scottish Economy, making up 41% of Scotland's total GVA in 2006, and job growth across the 1999 to 2007 period increased by 10%, in line with the Scottish average of 11%.

7.6   On <u>productivity</u> the GES target is for Scotland to rank in the top quartile against key OECD trading partners by 2017. In 2006 the West region lagged behind the Scottish average in GVA by employee, by £34,900 to £35,200. Argyll and Bute performed at less than 90% of the national average in this area.

7.7   The GES has a number of purpose targets relating to the <u>labour market</u>. However, for the sake of brevity we highlight only one here – to maintain current position in the UK and close the gap with the top five OECD economies by 2017. The West employment rate in 2007 lay below the Scottish and UK averages (73% vs. 76% and 75% respectively). Argyll and Bute has one of the best employment rates out of all local authority areas (ranked 8 out 32) at 80.3%.

7.8   The target in the GES on <u>carbon emissions</u> is to reduce CO^2 emissions by 2011 and reduce by 80% by 2050. There are no standard measures for emissions at the sub-national level but some data is available. The West region accounts for approximately a third of the carbon emissions in Scotland but it has the lowest emissions per capita of any region and is lower than both the Scottish and UK averages (6.9 tonnes vs. 8.5 tonnes and 8.8 tonnes respectively).

7.9   Sectors of particular importance to the West region economy are financial services, food and drink, life sciences, creative industries, tourism, construction, and aerospace, defence and marine.

7.10   There is a fast growing level of employment in life sciences (+18%), the creative industries (+45%) and tourism (+24%) in the 1999 to 2007 period in the West region. Life sciences and the creative industries remain below the Scottish average.

7.11   Life sciences remains a small (1.5% of Scottish output in 2006) but significant sector, with productivity levels above the average for all industries.

7.12   Tourism has a strong presence in the West region, with 9% of all employment, but has among the lowest level of productivity of all sectors, partly as a result of the significance of part-time working in the industry.

8.	**Scottish Enterprise's Response to the Downturn**

8.1   Scottish Enterprise recognises that this a challenging time in terms of the current economic climate for our customers and we have proactively responded to these challenges by:

- Understanding the challenges facing individual companies
- Offering reassurance and practical advice on coping with the day to day challenges of the current situation
- Assisting companies to looking forward and identify opportunities for the future
- Offering tailored solutions

8.2   Scottish Enterprise regularly and actively seeks feedback from our account managed businesses on the impacts of the downturn. This enables us to better understand

how the economic downturn is affecting companies we work with, what their investment intentions are and access to finance issues.

8.3 It should be noted that since these companies have been selected on their potential for growth, they are not representative of Scottish business community as a whole however; the views expressed by our clients allow us to adapt and provide products and services that will help Scotland's most ambitious companies to survive, thrive and plan for the upturn.

8.4 In total, we have now collected feedback from just over 600 businesses for the June to August period. The headline findings are:

8.5 **Turnover:** Firms appear to have a relatively optimistic view of their prospects for the future, with the majority (64%) forecasting turnover to increase over the next six months.

Turnover Performance
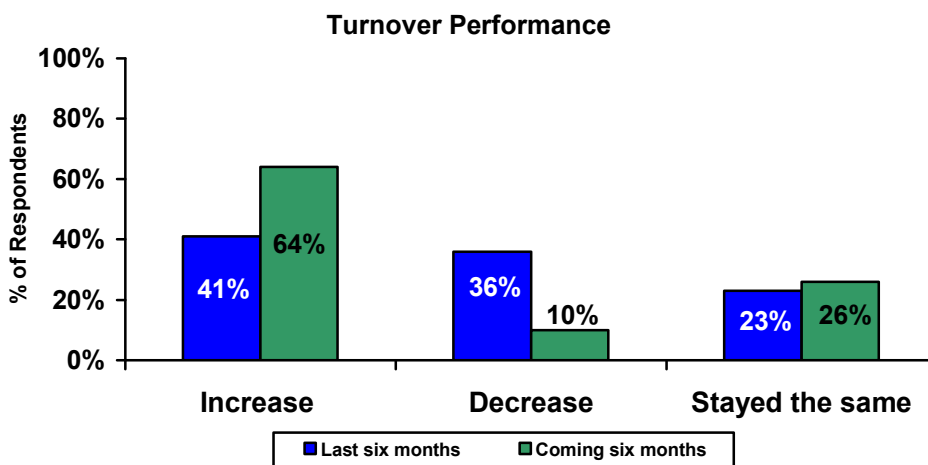
8.6 **Profit:** A lower proportion (56%) are expecting profits to rise, suggesting continued pressure to profit margins.

Profit Performance
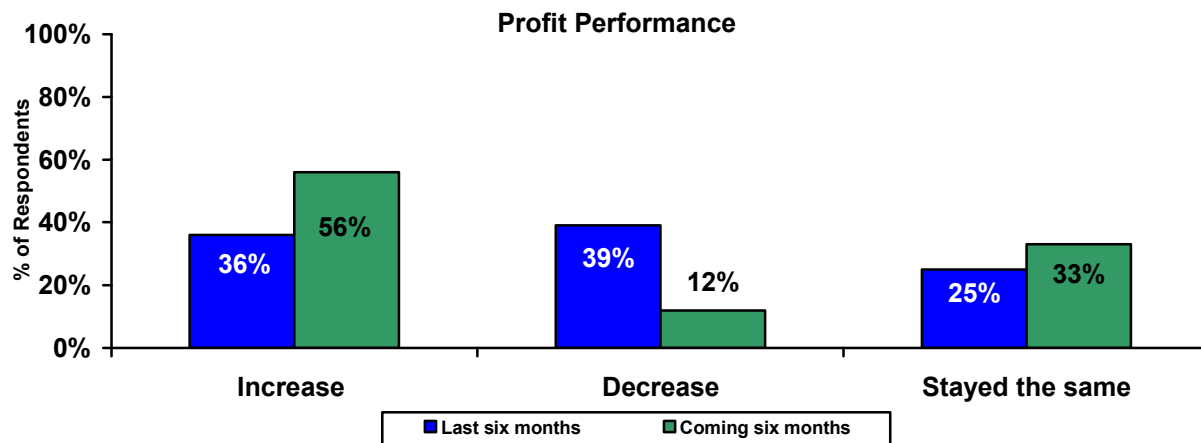
8.7   **Employment:** Also, a lower proportion (38%) are expecting to increase employment in the coming six months, suggesting firms will look to longer working hours or perhaps the use of agency workers, rather than recruitment to increase output.

Employment Performance
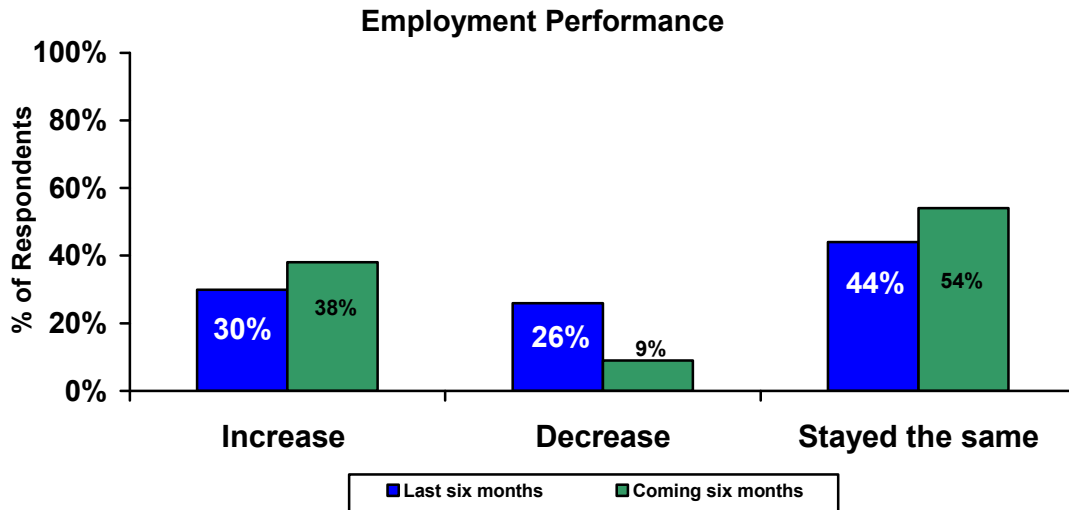
8.8   Other main findings from our recent client surveys are:

- Companies appear to be taking advantage of export opportunities with just over half of respondents forecasting a growth in overseas sales
- Many firms (83%) are still committed to future investment in business growth. However, a small proportion (13%) of firms are still delaying or reducing investment intentions
- Access to funding still remains an issue, with 34% of respondents unable to raise the require amount of funding

8.9   Our Responses

SE has undertaken to ensure that our products and services are suitably varied and flexible in order to best help our customers through the downturn. Some examples of services – in addition to our normal provision – are below.

8.10   Business reviews: with the onset of recession, SE undertook dedicated Business Reviews with every one of the companies with which we have an 'account managed' relationship with to help them identify and exploit new opportunities. In particular, SE is providing additional support to assist companies to innovate and undertake R&D, as those who invest at this time in an economic cycle are more likely to be successful when the economy moves out of it.

8.11   Access to Finance: Additional resources have been allocated to meet increased demand for finance and there may well be further demands going forward.

8.12   Scottish Manufacturing Advisory Service (SMAS): We have made provision to double the number of projects that SMAS can support. This helps manufacturing firms

eliminate waste from their processes, increase the quality of products and produce goods in a more cost effective manner, ultimately helping them to become more competitive.

8.13   Infrastructure Projects: The Scottish Government has provided accelerated funding this year which is allowing us to bring forward investment in key infrastructure projects including for example, the SECC Arena.

8.14   Support to Exporters: Scottish Development International has increased the level of service available to firms wishing to export by increasing the eligibility for support to a further 2-3000 business. It has also instituted flexibility in payments allowing them to "sell now, pay later" for participation at major trade shows where SDI has taken exhibition space.

8.15   New European powers: SE is exploring how to utilise new European powers that range from the support to high growth "young innovative enterprises" through to possible relaxation of state aid regulations. There may be demands for additional resources to deliver these new powers

8.16   Wider support to Firms: SE undertook a major marketing and communications campaign entitled "Now's the Time to Ask" which invited all companies to contact us on areas where they would require assistance to help them to grow. Every question submitted will be answered with practical information on how to tackle the issue including business guides, information and advice from Scottish Enterprise and Scottish Development International, or partner organisations like Business Gateway.

8.17   Our current campaign, 'Strengthen Your Business' has literally just launched and focuses on encouraging businesses to look at ways to engage with public sector help, particularly in the area of seeking assistance with innovative ideas and development.
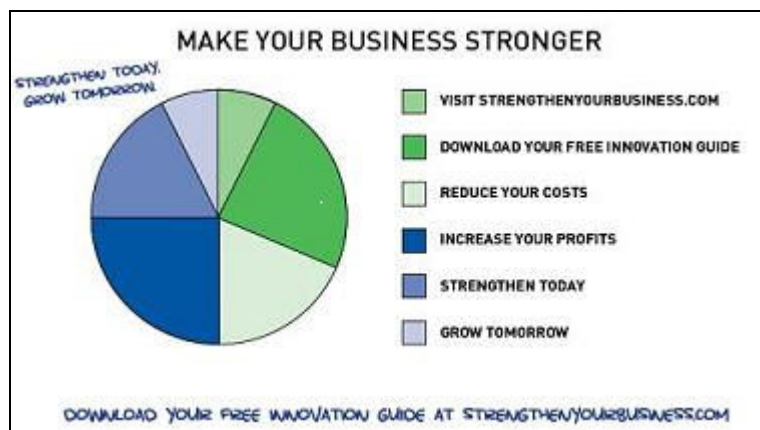
The table below summarises SE's contribution to the National Outcomes, our main contributions will be to National Outcomes 1, 2 and 3 as they are a natural fit with our own direct objectives, as stated in the SE Business Plan. However we will also contribute to National Outcomes 10, 11, 14 and 15 as a public sector agency with responsibilities to deliver of all our activities within the wider business and stakeholder community.

National Outcome	Description	SE Contribution
1.	**We live in a Scotland that is the most attractive place for doing business in Europe.**	SE's contribution to delivering the best possible business environment will focus on increasing access to investment finance and high quality business infrastructure. This will, in particular focus on the key sectors identified in Section 6 of this Report.
2.	**We realise our full economic potential with more and better employment opportunities for our people.**	SE's contribution to this outcome will focus on working with businesses to help them grow and attract new investment to Scotland. We will continue to concentrate our services on those businesses where we can maximise our impact. Whilst we will support such growth businesses that can achieve scale from all sectors we would expect a high percentage among the key growth sectors.
3.	**We are better educated, more skilled and more successful, renowned for our research and innovation.**	SE's contribution will focus on improving Scotland's performance on innovation, concentrating on: increasing the commercial exploitation of Scotland's major strengths in science and research and stimulating innovation in the key industries and in growth companies beyond the traditional technology focus.
10.	**We live in well-designed, sustainable places where we are able to access the amenities and services we need.**	SE will contribute to delivery of this outcome through its business infrastructure and Regeneration role, as outlined under National Outcome 1.
11.	**We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.**	SE will contribute to delivery of this outcome, primarily through our role in increasing sustainable economic growth. Specific contributions include our partnership role in Urban Regeneration Companies and supporting economic diversification in rural areas. SE will also contribute through continued support for the third sector – both supporting individual social enterprises through our business support services and working with partners to ensure an integrated approach to delivery of the Scottish

		Government's Third Sector Action Plan.
14.	**We reduce the local and global environmental impact of our consumption and production.**	Scottish Enterprise's role is to contribute to the objectives of the Government Economic Strategy for sustainable economic growth; that is a dynamic and growing economy, while ensuring that future generations can enjoy a better quality of life too. The Government's targets are to reduce carbon emissions over the period to 2011, and by 80% by 2050.
15.	**Our public services are high quality, continually improving, efficient and responsive to local people's needs.**	• SE has simplified its governance and management structures and created a more flexible workforce. We have also increased the proportion of staff who are customer facing. These changes are designed to deliver more integrated services and a consistent high quality service to our customers. SE will continue to look at improving our operations and vigorously pursue the scope for shared services with other public sector agencies. • Additionally, in relation to the efficient government agenda is the premise that public sector partners should, where possible, share training to ensure the best value is achieved from these investments. • SE has made an offer to our Local Authority partners to start discussions on areas where training and development materials could potentially be shared and will make efforts to ensure that an open dialogue with Local Authorities and the wider Community Planning partnership continues. • SE will ensure that each Community Plan is distilled and disseminated amongst its entire operational staff to encourage and grow understanding of the wider aims of partnership working through the community planning process.

MONTHLY ECONOMIC REPORT FOR HIGHLANDS AND ISLANDS ENTERPRISE

No 7   23 November 2009

1.   Introduction

1.1   This seventh Economic Report for Highlands and Islands Enterprise follows a similar format to the first six reports produced earlier this year. The main purpose is to track impacts of the international and national recessions on the economy of the Highlands and Islands from statistical information, forecasts, news reports and other intelligence, and to highlight areas of growth. The content of the report is intended as suitable for wider circulation, and confidential information that HIE staff will have on specific company performances and prospects, etc, is thus not included.

1.2   Following a summary review of key international and national trends and forecasts, the main implications for the Highlands and Islands are drawn out and new statistical information for the area (or for Scotland where relevant) is interpreted, with a summary of positive and negative features. Summaries are then provided for the five Local Authority areas that are wholly contained within the HIE area and for Argyll and the Islands.   These include new statistical indicators (mainly unemployment and vacancies) and key local events or announcements between early October and 20 November 2009. Some text is repeated from previous reports where still relevant. The main source material and sources of further information are referenced at the end of the report in Section 8.

1.3   It should be noted, in comparisons between recent indicators and those for a year earlier, that the 2008 figures will tend to reflect the early impacts of the recession. It is generally agreed by analysts that it will take some time for the national economy to recover to pre-recession levels.

2.   Summary

2.1   The key points and implications from this report are that:

- Despite positive signs from recent statistical indicators, house price trends, and surveys of expectations and confidence that recovery from the international and national recessions is beginning, output is still falling and the speed, strength and nature of the recovery are uncertain. Growth in the UK economy is expected to resume by the end of this year, although expectations by forecasters for next year differ, and some expect a "double dip".

- Although up-to-date indicators on output trends in the area are not available, the Highlands and Islands appears to have suffered less than either the UK as a whole or Scotland from the downturn. Unemployment in the area as a whole decreased by 16.3% between March and October in contrast to an increase of 3.5% in the UK and 2.4% in Scotland, although there could be a relatively stronger seasonal increase between October and November in the Highlands and Islands. Notified Vacancies in the Highlands and Islands in October 2009 were 9% lower than in October 2008.

- The job prospects for recent University and College graduates and school leavers remain poor, and next year's leavers could face similar difficulties.

- Sterling's exchange rate against both the dollar and the euro remains low by pre-recession standards, which will help exports to increase as other countries recover more quickly than the UK from the recession, while making the UK's tourism industry relatively competitive. Improving the balance of payments is a priority for the UK, especially as the inflow of Foreign

Direct Investment, which helps to fund the trade imbalance, has reduced and is not expected to recover until 2011.

- The opportunities in the Highlands and Islands highlighted in Section 6 and the positive developments and trends across the region summarised in Section 7 (and in previous Monthly Reports) suggest that further population and employment growth should be realistic aspirations over the short, medium and longer terms, and that HIE's targets of higher average incomes and improved productivity should be achievable through a growth strategy.

- However, as illustrated in Monthly Economic Report No 6, the Highlands and Islands is relatively highly dependent on public sector employment and in employment related to public sector expenditure (e.g. in the construction sector). The region is therefore likely to be particularly badly affected by the inevitable reductions in public expenditure in forthcoming years as the UK economy reduces the high levels of borrowing that it has incurred in combating the recession. This will lead to reductions in employment, and there is a risk that the region's development will be slowed by a lack of funding for public infrastructure.

- Positive events and announcements since early October include: awards for a number of towns from the Scottish Government's Town Centre Regeneration Fund, a new charter flight linking Zurich and Inverness, further expansion plans by Edinburgh Smoked Salmon (Dingwall), plans for two major biomass plants in Caithness, purchase of Glencoe Ski Centre which will enable it to continue operation, strong growth in visits to visitor attractions in most parts of the region, major new funding for EMEC to expand its capacity, a new salmon processing plant at Arnish, major hotel developments in Campbeltown and Machrihanish, and a successful Mod in Oban.

- Negative events and announcements include: 89 Isleburn workers issued with redundancy, 16 Nuvia employees to be paid off at Dounreay, a substantial drop in the volume of fish landings at Lerwick, closure of Marvin's Plumbing and Heating in Stornoway with the net loss of 12 jobs, and the possibility that the passenger ferry service between Jura and Tayvallich will not be viable after its subsidised three year pilot.

There are also renewed fears of major job losses at Kinloss and/or Lossiemouth RAF bases related to the expected public expenditure cuts noted above.

3.   The International Context

3.1   Third quarter 2009 GDP figures for the world's main economies show clearly the beginnings of recovery from the recession. Third quarter growth on the third quarter of 2008 was 3.5% for the United States, 4.8% for Japan, 2.9% for Germany and 1.2% for the Euro area. China's growth rate is not available on this basis, but its industrial production in October 2009 was 16.1% up on October 2008. Despite this recovery, however, there was a decline in GDP between the third quarter of 2008 and the third quarter of 2009 of 2.3% in the US and 4.3% in the euro area, with China recording the fastest growth of the world's economies of 8.9% over the year, driven by massive Government spending – mainly on major infrastructure projects. The US recovery is due to stronger consumer spending, an upturn in construction work, and Government programmes such as a scrappage scheme for new car buyers and tax breaks for people buying new homes.

3.2   In October, the IMF revised its forecast for world output in 2010 to growth of 3.1%, following an expected contraction of 1.1% this year. China and India are forecast to grow by 9.0% and 6.4% respectively in 2010, and the US and the UK to expand by 1.5% and 0.9% respectively, with 0.5% growth expected for the EU.

3.3   More recent OECD forecasts (released November 19th) are as follows:

	Quarter 4 on Quarter 4 (% change)		
Real GDP Growth	2009	2010	2011
United States	-3.0	+2.5	+3.0
Japan	-1.1	+1.4	+2.2
Euro Area	-2.1	+1.2	+2.0
All OECD Countries	-1.0	+2.1	+2.8
World Trade Growth	-7.0	+7.0	+8.0

3.4   Unemployment rates internationally (on the ILO measure) remain high, however, with a 9.7% rate for the Euro area in September and a 10.2% rate in the US in October. Consumer prices are now falling in many countries, with an annual reduction in the euro area of 0.1% in October contrasting with 3.2% annual inflation a year previously, and a 0.2% reduction in the US contrasting with 3.7% inflation a year earlier. The OECD expects unemployment in the Euro area to continue to rise to a peak of 10.9% in late 2010 / early 2011, and for its rate of inflation to rise to 1.1% in the 3rd quarter of 2010 before falling back to 0.7% a year later.

3.5   The Economist's poll of forecasters in November showed an improved average expectation of a 3.8% reduction in real GDP in the Euro area in 2009 (the expectation in August had been for a 4.4% reduction) and expected 1.2% growth in 2010 (compared with an expectation of 0.6% growth in August). Improved expectations for Germany and France were the main reasons.

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4.   The UK Context

4.1   HM Treasury's comparison of 26 new independent forecasts received between November 2nd and 11th showed an average expectation of a 4.6% reduction in the UK's GDP in 2009 (down from 4.3% in September), with all forecasts reviewed ranging from -3.9% to -4.7% (a smaller range than previously). The Treasury's comparison shows an average expectation of 1.2% GDP growth in the UK in 2010 (the same as in July), with all expectations ranging from -0.5% to +2.0%. The IMF expects UK growth of 0.9% in 2010 (up from 0.2% in July). Average medium term projections for GDP in the Treasury's September comparison report were +2.0% in 2011, +2.3% in 2012 and +2.7% in 2013 (none having significantly changed since May).

4.2   The latest indicators provided in the Treasury's Pocket Data Bank as at 24 November include the following. The % change is on a year earlier unless otherwise stated.

GDP	*Q3, 09*	-0.4%•
Service Sector Output	*3 months to Aug 09*	-0.2%
Industrial Production	*3 months to Aug 09*	-10.4%
Manufacturing Output	*3 months to Aug 09*	-10.9%
Whole Economy Investment	*Q2, 09*	-5.2%
Goods Exports (vols)	*3 months to July 09*	-15.5%
Halifax House Prices	*Oct 09*	-4.7%
Nationwide House Prices	*Oct 09*	+2.0%
Exchange Rate Index (2005=100)	*23rd November*	80.5
Bank Rate	*latest*	0.5%
Long term Interest Rates	*23rd November*	3.67%

4.3   All of the above indicators that have changed since those as at 1st October, given in Monthly Economic Report No 6 had improved, with service sector output and house prices having improved the most.

4.4   GDP fell at a lower rate in the third quarter than in the second quarter of 2009, (-0.3% compared with -0.6%), with a reduction of 5.1% (a very severe contraction) on the third quarter of 2008. The 0.3% quarter-on-quarter decline in GDP included decreases in all main components. Construction output decreased by 1.1%, production industries output fell by 0.8% (mainly due to a 4.7% fall in oil and gas output), and services by 0.1%.

4.5   Business investment in the third quarter of 2009 is estimated to have been 3.0% lower than in the second quarter and 21.7% lower than for the same period in 2008. The main reduction on the previous quarter by main sector was in private sector manufacturing (-10.1%). Capital spending by hotels and restaurants was down 18.2% on the previous quarter, with business investment in solid and nuclear fuels and oil refining down 46.9%, in textiles, clothing, leather and footwear down 42.9% and in metals and metal goods down 39.2%.

4.6   The reduction of 10.4% in the UK's industrial production in the 3 months to August (see 4.2 above) raised fears of the country's recession lasting to the end of the year.

4.7   The seasonally adjusted volume of retail sales in October was 3.4% higher than in August 2008, continuing the improvement since the year-on-year decrease of 1.6% for May 2009. Predominantly food stores sales rose by 1.6% and those by predominantly non food stores by 3.5%. Clothing stores sales increased strongly, and sales in household goods stores have begun to recover. Quarter on

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• revised on November 25th to -0.3%, due to upward revisions to services.

quarter growth of 3.3% was driven by electrical stores. The British Retail Consortium's Retail Sales Monitor showed an increase of 3.8% between October 2008 and October 2009 on a like-for-like basis. This was the best like-for-like October sales growth since 2002, although the October 2008 figures had been extremely poor following three months of decline in retail sales.

4.8   The Treasury's November comparison of new forecasts shows that, on average, fixed investment is expected to fall by 14.9% in 2009, exports by 10.7% and private consumption by 3.1%. Only Government consumption is expected to grow (by 2.3%). Fixed investment is expected to fall by a further 3% in 2010, with modest increases in the other components of GDP.

4.9   Unemployment in the UK fell marginally to 2.46 million (on the ILO measure) in the three months to September 2009 – an unemployment rate of 7.8%. Claimant Count unemployment in October rose slightly on the previous month to 1.64 million people – a rate of 5.0% of the workforce (those employed plus claimants). The Treasury's independent forecasters expect (on average) that Claimant Count unemployment will continue to rise to 1.71 million in 2009 and 1.89 million by the fourth quarter of 2010 – about 200,000 people fewer than had been predicted two months ago. This suggests that fears that unemployment would continue to rise strongly even after UK output had recovered are now less prevalent. The number of University graduates without jobs is now around 100,000, including some 70,000 from last year.

4.10   Average earnings including bonuses rose by 1.2% in the year to September 2009, down from the August increase of 1.6%. The average increase in the private sector was 0.8% and in the public sector 2.8%. The reduced reduction in pay growth has limited the increase in unemployment.

4.11   Retail Price Index year-on-year inflation rose from -1.4% in September to -0.8% in October. CPI annual inflation (the Government's target measure) was 1.5% in October, up from 1.1% in September, but still below the Government's target of 2%. The main upward pressure on prices was from fuel and lubricants – prices falling by 0.7% between September and October this year compared with a 6.1% reduction a year ago (which related mainly to petrol and diesel prices).

4.12   The output price index for all manufactured products rose by 1.7% in the year to October 2009, with a 0.4% increase on September 2009. The input price index for materials and fuels purchased by manufacturing industry rose by 0.1% in the year to October, compared with a fall of 7.5% in the year to August.

4.13   The price per barrel of West Texas Intermediate was $79.10 on 17th November – an increase of 45.6% on the previous year. The surge in the price of oil is a threat to the global recovery, and the Bank of England (November Inflation Report) expects inflation to rise above the 2% target in the near term. The Economist's provisional 17th November sterling index of all commodities rose by 0.2% on the previous month and was 13.8% higher than a year earlier.

4.14   Britain's public sector net debt continues to rise and stood at £829.7 billion at the end of October (59.2% of GDP) and total net borrowings for the year could now exceed £200 billion by the end of 2009 against the Chancellor's Budget forecast of £175 billion for the financial year 2009/10. Expected economic growth by the end of 2009 and the increase in VAT back to 17.5% on 1st January 2010 will help to reduce the deficit, however. Redressing this £175-200 billion deficit will inevitably require substantial reductions in public spending once the economy has clearly recovered from the recession.

4.15   The FTSE 100 index has continued to recover and was 5,342 on 18th November, compared with its lowest level during the recession of 3,512.

4.16   The Bank of England's November Inflation Report gives the following prognosis for the UK economy:

"The medium-term prospects for output and inflation continue to be determined by the balance between two opposing sets of forces. On the one hand, there is a considerable stimulus still working through from the substantial easing in monetary and fiscal policy. The Bank's asset purchases have helped to boost asset prices and improve access to capital markets. The sterling effective exchange rate lies around a quarter below its mid-2007 level, improving the competitiveness of UK producers. On the other hand, the need for banks to continue the process of balance sheet repair is likely to limit the availability of credit. And high levels of debt will weigh on spending. On balance, the Committee believes that the prospect is for a slow recovery in the level of economic activity, so that a substantial margin of underutilised resources persists. That will continue to bear down on inflation for some time to come, offset in the short run by the impact of the past depreciation of sterling."

Output is considered by the Bank unlikely to return to its pre-recession level before 2011.

4.17 As a continuing boost to demand, the Bank has extended its programme of purchases of government and corporate debt (Quantitative Easing) by £25 billion to a total of £200 billion, financed by the issue of central bank reserves. Because banks' balance sheets have not yet been repaired, Quantitative Easing has had a modest impact on bank lending. As the economy recovers, the cost of capital is likely to be higher than in the past.

4.18 Nationwide, and other housing specialists, believe that house prices are likely to fall again having recently recovered due largely to the limited supply on the market, with mortgage credit still restricted and a wave of new properties expected to come on to the market next spring.

5. Scotland's Economy

5.1 Scotland's GDP fell by 3.2% between the second quarter of 2008 and the second quarter of 2009 (the same reduction as in the UK). The reduction in Scotland's GDP between the first and second quarter of 2009 was 0.8% (seasonally adjusted). In the year to end-June 2009, the Scottish service sector fell by 2.5 per cent, the production sector fell by 5.7 per cent and the construction sector fell by 6.3 per cent. In the second quarter of 2008, the service sector fell by 0.4 per cent, the production sector declined by 1.9 per cent and the construction sector fell by 2.8 per cent. Over the year, service sector GDP fell by more than the UK average, but production and construction GDP fell less sharply.

5.2 Unemployment in Scotland fell by nearly 5,815 between August and September 2009, and by a further 59 between September and October, with the rate reducing from 4.2% to 4.0% over the period, and all non Highlands and Islands Local Authority areas experiencing an improvement.

5.3 Like-for-like retail sales in Scotland were 1.5% higher in October 2009 than in October 2008, the same rate of growth as between September 2008 and 2009, and lower for both months than in the UK. Homeware and furniture have benefited from stronger customer confidence and better housing market news.

Fraser of Allander November Economic Commentary

5.4 The Fraser of Allander central forecasts for Scotland's economy over the next 3 years are as follows:

	2009	2010	2011	2012
GVA Growth (% per annum)	-5.0	0.1	1.1	1.6
Claimant Count Unemployment (%)	4.9	5.8	5.2	4.2

5.5 On the most likely "central"scenario, recovery is sluggish, even by 2012, and unemployment will be higher in 2011 than in 2009. Reasons that the Scottish recovery is expected to be weaker than that of the UK include the bias of the Scottish economy towards the public sector, the capacity of Scottish manufacturing to take full advantage of sterling's depreciated exchange rate and the impacts on lending if the two main Scottish banks have a relatively high need to rebuild their balance sheets.

5.6 Fraser of Allander's view on 2009 is that third quarter GVA growth in Scotland will be close to the UK's expected GVA out-turn of -0.4%, and that growth of around 0.2% might be achieved in the fourth quarter – less than the expected growth of the UK.

Tourism

5.7 According to the UK Tourism Survey, domestic trips to Scotland grew by 1.5% between January and June 2009 compared with the same period in 2008, although visitor nights fell by 6.7% and spending by 4.3%. Visits from overseas, according to the International Passenger Survey, fell by 3%, visitor nights by 4% and spending by 2%. Between January and August 2009, according to the Scottish Accommodation Occupancy Survey, hotel room occupancy was the same as January-August 2008, guest house / Bed and Breakfast room occupancy 3% higher, and self-catering unit occupancy 2% lower. Signs for the global tourism market are more encouraging for 2010.

5.8 Homecoming 2009 has been a major success according to interim results, which indicate that the project is on course to exceed the target of £44 million of extra tourism revenue, as well as delivering a range of wider benefits. More than 400 events have been held during the year. The final evaluation of the Year is scheduled for spring 2010.

Population Growth

5.9 New General Register for Scotland projections indicate that Scotland's highest ever population of 5.25 million in 1974 will be exceeded in 2012. Further projected growth to 5.54 million by 2033 would represent an increase of 7% over the 25 years between 2008 and 2033. The number of people of working age is expected to rise by 4% between 2008 and 2018, but then to fall by 2% by 2033 as the population continues to age and life expectancy increases. Projections for Local Authority areas have not yet been released.

Marine Research

5.10 In early November, the Scottish Further and Higher Education Funding Council provided £17.4 million to a new alliance of leading marine institutions – the Marine Alliance for Science and Technology in Scotland, which includes SAMS at Dunstaffnage.

Oil and Gas

5.11 75% more exploration and appraisal wells were started in the third quarter of 2009 than in the second quarter, although the total of 28 was still 7% down on the same period in 2008. A report by Professor Alex Kemp at Aberdeen University, relating future activity to the oil and gas price, concludes that a "high price" scenario of $80 per barrel of oil and 70p per therm would provide buoyancy for some years ahead. Under the "medium price" scenario of $60 per barrel and 50p a therm, near term investment would be sustained, but investment would then drop "noticeably".

The Economic Recovery Plan Update, 29 October 2009

5.12 Key features of the Plan include the following:

Accelerated Capital Spending

- The Budget for 2009-10 accelerates £293 million of capital spending into 2009-10, in addition to £53 million accelerated in 2008-09. In total, this accelerated investment will support over 5,000 jobs in the Scottish economy over the period.

- Local Authorities are investing £90 million to accelerate a range of capital spending programmes spread across Scotland. Argyll and Bute Council is using its accelerated capital grant to refurbish and upgrade its school estate and undertake a number of road and bridge improvements.

- £29 million is being invested to deliver road improvements and enhanced park-and-ride facilities to cut congestion. Transport Scotland has brought forward £23.9 million of capital spend from 2010-11 to 2009-10. Part of this will be used to bring forward the A96 Fochabers and Mosstodloch Bypass.

- Colleges and universities are benefiting from £20.5 million of extra infrastructure improvements through the acceleration of capital spending over 2008-10.

- £5.6 million of the rural affairs and environment capital budget has been accelerated to fund projects like Campbeltown Creamery.

Town Centre Regeneration

£60 million of funding has been made available across Scotland.

Affordable Housing

- Through the affordable housing investment programme, £644 million will be invested in affordable housing in 2009-10 – on track for approval of an unprecedented 8,100 homes this year.

- Some £50 million is being invested to help kick-start a new generation of council house-building, with further investment coming from local authorities. Some £26 million has been allocated to date to help 17 councils start work on over 1,300 homes.

- An additional £60 million has been allocated to support first-time buyers through the low-cost initiative for first-time buyers (LIFT) open market shared equity pilot scheme. There has been high demand from first-time buyers – over 710 homes were bought through this scheme between April and September 2009.

The Third Sector

The Scottish Government has acted to ensure there are specific funds available to the Third Sector with the potential to mitigate the twin impacts of recession on some organisations of increased demand for their services and cash flow difficulties. The £1.7 million Third Sector Resilience Fund will open between October and December this year. It will provide a one-off financial payment to organisations that can demonstrate they have had to cope with increased demand as a result of the recession.

Skills Support

Funding of £16 million has been provided for an additional 7,800 apprentices, including:

- 2,000 apprentices for the retail sector

- 1,250 health and social care apprenticeships

- 600 management apprentices

- 170 apprenticeship places for early years and childcare

- 500 apprenticeships in the hospitality and tourism sector

- 460 financial and business services apprenticeships

- 410 for the food and drink industry

- 100 home energy and efficiency apprentices

- 50 creative industries apprenticeships

Sustainable Economic Growth

The Scottish Government has set out a blueprint to create tens of thousands of green jobs over the next decade through its ten Energy Pledges. The ten pledges range across key areas of energy generation and transmission, energy efficiency and transport – focusing on addressing the short and longer-term opportunities for Scotland to benefit from its comparative advantages. There are also opportunities, as Scotland emerges from recession, in the export of new environmental technologies and the creation of new rural jobs in biomass and renewable heat.

Innovation

Measures include innovation vouchers provided by the Scottish Funding Council to meet up to 50% of the costs of new collaborations between universities and Scottish SMEs.

Creative Industries

Creative Scotland has created an innovative package of projects to support Scotland's artists and practitioners through the downturn. The £5 million Innovation Fund will support and sustain the artistic community, with projects including a Digital Media IP Fund, the "Odd Fellow" awards to inspire collaborations between different sectors, and an enterprise support programme, Starter for Six, for start-up creative entrepreneurs across Scotland.

6.   The Highlands and Islands

6.1   The unemployment rate for the Highlands and Islands remained significantly lower than in Scotland or Great Britain in October 2009. On the Claimant Count measure, unemployment in the Travel to Work Areas (TTWAs) in the HIE area was 2.6% in October 2009 (6,838 claimants), compared with 4.0% in Scotland and 4.1% in Great Britain•. The highest local rates were in Wick (4.7%) and Dunoon and Bute (4.4%). The Highlands and Islands October rate of 2.6% increased only slightly from 2.5% in September 2009, but is 50% higher than in October 2008 (1.8%). Details are provided in the November 2009 Unemployment digest produced by HIE's Planning and Economics team.

6.2   On the more comprehensive ILO measure of unemployment, which currently tends to be the main indicator quoted for British and Scottish unemployment, the unemployment rate in the Highlands and Islands would be 50-60% higher than its Claimant Count rate. This would give an October 2009 rate of 3.9%-4.2%.

6.3   Vacancies notified to Jobcentre Plus offices decreased marginally by 28 between September and October 2009 in the Highlands and Islands, to 1,865 with a reduction of 62 in Argyll and the Islands. The number of live unfilled vacancies in the Highlands and Islands fell by 7.1% over the period, from 1,680 to 1,560. Notified vacancies in the Highlands and Islands fell by 9.0% between October 2008 and October 2009.

6.4   The increase in unemployment between September and October in 2009 and the drop in vacancies reflects the end of the tourism season, and a further increase for this reason is expected between October and November.

6.5   The main factors which are affecting the Highlands and Islands economy positively and negatively as the national and international economies recover from recession can be summarised as follows:

Positive Factors

- Plans for major new developments in many parts of the region continuing to be brought forward (although implementation of major projects has been delayed in some cases). This reflects the growth impetus in the area, especially around the Moray Firth and in Shetland, that preceded the recession.

- Opportunities to attract tourist visitors from the UK and overseas through the depreciation of sterling, building on a successful 2009 season (as illustrated at 6.6-6.7 below).

- UHI growth through investment in buildings and facilities, and continuing increases in undergraduates and post-graduates (taught and research). Some 241 degrees were awarded in 2007/08 (compared with 235 in 2006/07), while there were 7,625 students (up from 6,847) and 4,742 fte students (up from 4,434). HIE's substantial grant assistance towards the UHI's SDB Programme, Greenspace and the Clinical Research Facility will help support a significant number of research posts and additional students in Caithness, Dunstaffnage / Oban, Inverness and Stornoway.

- A report earlier this year by Oil & Gas UK highlighting a £15 billion market for services needed to abandon nearly 5,000 platforms and wells in UK waters (an opportunity for decommissioning over the next 15 years), with potential opportunities in Shetland and at Nigg (if the yard becomes available for such activity).

• An alternative measure of the Claimant Count unemployment rate for Great Britain based on the workforce rather than on those of working age would be c4.8%.

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- Renewable energy projects continuing to be brought forward. New ownerships of facilities at Machrihanish and Arnish will help the region to maximise engineering-related benefits, and Nigg remains a major potential resource for this sector, particularly offshore wind. As reported under Orkney in Section 7 below, EMEC has received substantial new funding to increase its capacity, and engineering-related employment in both Caithness and Orkney should grow further as Pentland Firth projects come on-stream.

- Export growth, especially where new or expanding markets can be accessed, through the depreciation of sterling and recovery from recession of the major and developing economies.

- Scope to build on the area's success in developing a customer contact centre industry. Employment has increased by 50% in the area over the past five years to 3,400 people in 30 centres, many in smaller or remote communities, with home working a potential future growth area.

- A generally thriving salmon farming sector. As illustrated in Section 7 and in previous Monthly Reports, the major operators have been achieving high levels of profits and are planning to expand, whilst processing is to be re-established in Lewis and Edinburgh Smoked Salmon in Dingwall is expanding rapidly. Salmar, which has a 50% stake in Scottish Sea Farms, which employs about 300 people on the west coast and in Shetland, achieved record pre-tax earnings of £8.25 million in the 3rd Quarter of 2009.

Negative Factors

- Due to the recession and credit restrictions, continuing reduced demand for new housing and shelved private housing developments reducing employment in the construction sector and related trades, and the reduced grant levels for funding house building by the area's housing associations reducing affordable housing development. Between July and September 2009, the volume of residential housing sales compared with the same period the previous year ranged from no change in the Outer Hebrides to -19.1% in Shetland. The average reduction in the Highlands and Islands (c9.5%) compared with a 19.8% reduction in Scotland, with a substantial improvement on the April to June quarter, especially in Argyll and Bute and Orkney. A recently published survey by the Scottish Building Federation's Highland Building Employers Association showed that Construction companies in the Highlands are forecasting a 22% fall in turnover by the end of this year, with employment forecast to have fallen by 11% and recruitment of first year apprentices down 50%.

- The overall cumulative impact on the construction sector and related businesses and other businesses in the engineering sector and the supply chain due to reduced or delayed private sector investment.

- Poor employment prospects for school, college and University leavers in 2009 (and probably in 2010).

- Job reductions in Local Authorities through budgetary pressures (accentuated by the freezing of Council Tax), with a likelihood of substantial public sector spending cuts to enable the Government to repay borrowings and in response to reduced taxation income (especially from 2011).

- A risk of continuing sluggishness in oil and gas related investment, exploration, etc, – potentially affecting the availability of offshore or overseas work for Highlands and Islands residents as well as Highlands and Islands suppliers to the sector.

- Reduced demand for business services providers in the region, due in particular to employers focusing on core functions and protecting the jobs of permanent staff and to public expenditure cuts.

- Fragility of businesses with low profit margins, e.g. some food processors.

- Rising unemployment with the end of the tourism season and through those businesses faced by a sustained or increasing reduction in demand unable to economise on operating costs any further through reducing the hours or pay of employees. Major closures or rationalisations have not been as evident in the Highlands and Islands as in previous recessions.

- Rising induced unemployment through reduced spending by those who lose their jobs or have reduced income from their employment, and slowing growth in the retail sector through the reducing rate of growth of the region's population and the return home of a number of migrant workers.

Tourism

6.6 The September 2009 Scottish Visitor Attraction Barometer Report provides the following evidence of increased visits in 2009 in all parts of the Highlands and Islands. The January to September 2009 figures showed higher increases from 2008 than the January to July annual comparison – i.e. August and September were particularly strong months.

	% change Jan-Sept 2008 on Jan-Sept 2009
Caithness & Sutherland	+0.7
Inner Moray Firth	+13.2
Lochaber	+6.2
Skye & Wester Ross	+11.7
Orkney	+1.0
Outer Hebrides	+10.8
Shetland	+1.2
Moray	+7.5
Argyll and the Islands	+3.1
Scotland	+3.4

6.7 The RET pilot and the introduction of Sunday sailing between Ullapool and Stornoway have helped the Outer Hebrides, although the Western Highlands have also had a very good year. Skye and Lochalsh has had a particularly successful season, with Eilean Donan Castle reporting an increase of around 25% on 2008 to around 300,000 visitors for 2009. The Inner Moray Firth area also had a very good season, and achieved an increase of 18.1% in September 2009 on September 2008. The relatively low increases in Orkney and Shetland could be due to the cost of holidays in these islands and limited scope for short-break holidays from centres of population.

6.8 The tourism industry in the Highlands and Islands might not have as strong a year in 2010, however, even if Sterling's exchange rate remains favourable. Many British residents have taken the opportunity in 2009 for a "staycation", and some are likely to revert to overseas holidays in 2010, especially if there is confidence that the country has recovered from recession or if they were disappointed with the weather during their summer 2009 holiday in Britain.

House Prices

6.9   House price trends in the Highlands and Islands from Registers of Scotland data are summarised below. The figures are not available below Local Authority area, and Argyll and Bute can be regarded as a proxy for Argyll and the Islands.

	Average Residential Property Prices			Median Residential Property Prices		
	July-Sept 09 £	Annual Change %	Quarterly Change %	July-Sept 09 £	Annual Change %	Quarterly Change %
Argyll & Bute	157,755	1.5	9.2	133,000	6.4	7.5
Eilean Siar	94,279	-9.4	7.8	85,150	-6.4	10.6
Highland	153,216	-4.8	0.7	136,250	-5.8	-0.9
Moray	143,581	-3.8	4.4	125,000	0.0	4.2
Orkney	115,985	5.8	2.1	108,500	9.0	5.3
Shetland	108,394	-10.3	-3.4	97,118	-17.3	3.9
Scotland	**154,453**	**-3.6**	**6.1**	**130,500**	**-1.1**	**4.4**

6.10 House prices are particularly high in Argyll and Bute and Highland, and relatively low in Shetland and the Outer Hebrides, although private sector earnings are also relatively low in the Outer Hebrides (as in Moray), with military and related jobs the main exception.

Military Employment

6.11 Recent analysis by Fraser of Allander shows that Moray is relatively highly dependent on military employment. Service personnel in Moray totalled 3,100 ftes, the highest number of any Local Authority area in Scotland, representing 5.9% of its working age population and 6.9% of people in employment. Argyll and Bute has a similar dependence, although much of this employment is not within the HIE area.

Broadband

6.12 A recent survey (Press & Journal, 25 November) found that Inverness has the slowest internet connection of any city in Scotland, with an average broadband speed of 2.52Mb compared with well over 6Mb in Dundee, Edinburgh and Glasgow. This is a particular problem for business users needing speedy access to handle large volumes of information. Slow broadband has also been an issue in the Outer Hebrides, and, as noted in Section 7, the Connected Communities project is being reviewed.

6.13 A study undertaken for HIE estimated that it would cost in the region of £81 million to upgrade networks to provide Next Generation Access (NGA), which could operate almost 20 times faster than current connections. HIE believes that NGA would be commercially viable for 40% of the Highlands and Islands, and is developing a business case and exploring funding options for the estimated £68 million that it might cost to deliver to the other 60% of the region. A telecoms operator might invest about £22 million of this sum. At present, about 5% of premises are unable to access broadband at all, and 28% are unable to receive it at a speed of 2Mb.

North of Scotland Industries Group

6.14 AMEC has recently become the 100th member of NSIG, whose membership has more than doubled in two years. AMEC, which employs more than 21,000 people in 30 plus countries is now the largest NSIG member. HIE provides funding towards NSIG's operating costs, and an evaluation of the impact of this is in progress.

Gaelic

6.15 A study by Highland Council, based on exam results in 2009 by Secondary One and Two pupils across the region, has found that Gaelic-medium pupils have achieved a higher proportion of credit level awards than other pupils over a range of subjects, including English and Maths. These findings support the view that exposure to bilingualism at an early age increases the overall learning capacity of children.

7.   Sub-Regions

7.1   The notes below relate to events and announcements between early October and 20 November.

Highland

7.2   The Claimant Count unemployment rate in Highland rose from 2.6% to 2.7% between September and October 2009, having fallen from 2.8% in August. Between October 2008 and October 2009, the number of people unemployed rose by 51.3%, an increase in the rate from 1.8% to 2.7%. The main areas of increase from September to October 2009 were Wick (up from 4.3% to 4.7%), Thurso (up from 2.5% to 2.8%), Badenoch (up from 1.4% to 1.8%), Dornoch and Lairg (up from 2.9% to 3.3%) and Skye and Lochalsh (up from 2.0% to 2.3%). Wick had the highest unemployment rate of the HIE Area Travel to Work Areas in October 2009. The rate in Ullapool and Gairloch fell from 1.9% to 1.8%.

7.3   Some 615 people in the Inner Moray Firth had been unemployed and drawing benefit for more than 6 months in October 2009, an increase of 161.7% from October 2008. This was the highest rate of increase of HIE's Area Offices, and much higher than the increases in the rest of Highland: Caithness and Sutherland (+41.2%) and Lochaber, Skye and Wester Ross (+31.6%).

7.4   In October 2009, Notified Vacancies in Highland (1,007) were 17.8% lower than in October 2008, and Live Unfilled Vacancies at 762 were 89 down from September 2009.

Events and Announcements

- Nairn has been awarded £800,000 from the second round of the Scottish Government's Town Centre Regeneration Fund for streetscape work, and Fort William £317,000 towards environmental improvements. The bids for Thurso and Wick were unsuccessful, however.

- SSE is to consult on plans for a pumped storage hydro scheme on the shores of Loch Ness at Balmacan between Drumnadrochit and Glenmoriston, which could produce 600 megawatts of electricity. This would be Scotland's largest hydro electric power station, producing up to six times more electricity than the recently-opened Glendoe plant near Fort Augustus. The proposal is at a very early stage.

- Fujitsu has won a further 5 year ICT contract worth £66 million from Highland Council, and has announced plans to establish a "north of Scotland centre of excellence". Twelve Fujitsu staff based at the Council's headquarters will move to this centre once a site has been found.

- A site behind Inverness Retail and Business Park is the preferred location for a new £40 million prison (HMP Highland). The facility could be built by the end of 2015.

- Inverness-based engineering recruitment firm Orion has signed an agreement with Shell as its preferred supplier of generic technical manpower for its worldwide operations. The company's turnover is expected to reach £287 million this year, compared with £175 million in 2007, and £370 million in 2012. The company expects to take on up to 30 additional staff in the next 18 months.

- Inverness businessman Doug McGilvray (Weldex) has won an award as best chief executive in Scotland and Northern Ireland from the British Venture Capital Association. Weldex made a profit of £7.9 million in the year to November 2008 on a £26 million turnover, and has 22 cranes working on the London 2012 Olympics site.

- A 400 tonne feed barge constructed at Gael Force's Thornbush yard in Inverness has been completed for a Norwegian fish farm, the first of the company's new generation of open water barges with living quarters. Expansion plans include rolling out the Marine MegaStore retail concept which has been successfully trialled in Inverness, entry into the marine renewables engineering and fabrication market and developing floating homes for inland waterways and dockland developments throughout the UK.

- HIE is to spend £750,000 on a design team and consultation for the Beechwood Campus.

- A new charter flight linking Zurich and Inverness is to operate weekly between May and September in 2010, with 3 year funding from HIE. The 100 seat plane could bring up to 2,000 visitors per annum to the Highlands.

- A £4 million five-star 37 bedroom boutique hotel is to open in Inverness next spring. The Kings Club will be built in the grounds of the Kingsmills Hotel, for which a £7 million extension is planned, adding 56 bedrooms and a suite of five conference rooms to the 80 bedroom hotel. The Kingsmills has been running at around 90% occupancy, and the new 90 bedroom Ramada Encore Hotel in the city centre achieved 93% occupancy during July and August.

- Highlander Music, based at Muir of Ord, is to take over the Beauly Centre building, a heritage centre that was put up for sale in June by the Beauly Firth and Glens Trust. Much of the building would be taken up with storage, but the business plans to retain the existing bookshop and gift shop.

- British Waterways has plans for a 62 mile canoe trail from Inverness to Fort William, with low level pontoons and informal camping sites en route. A project officer is being recruited.

- According to the Inverness Polish Association, the number of Poles in the city has fallen from around 8,000 to around 5,000 due to the recession, although some are returning and other new Poles are arriving in Inverness.

- Vertex, with HIE support, is piloting a homeworking project that will create up to 15 jobs in the seaboard communities of Easter Ross. Recruits not normally able to work in a traditional workplace – due to disability, home-care responsibilities, lack of access to transport, etc – are being targeted.

- Dingwall-based Edinburgh Smoked Salmon is planning a £2 million extension that could create 100 new jobs and secure the existing 250-300 workforce. The company is the sole supplier of Asda-branded smoked salmon products to all of its 350 UK stores, and has experienced sales growth from £8.5 million to £23 million per annum.

- The slump in demand for oil and gas has increased rig servicing at the CFPA base at Invergordon. In early November, 500-600 people were employed in servicing seven rigs berthed in the Cromarty Firth. A record number of cruise ship passengers (48,787) visited Invergordon this year, generating benefits estimated at more than £7 million in the area's economy, with a 20% increase in passenger numbers expected in 2010.

- Some 89 Isleburn workers have been issued with redundancy notices due to a downturn in oil and gas-related work.

- Burghfield House Training Hotel in Dornoch has been opened by North Highland College UHI as a fully operational hotel with six letting bedrooms, 40 seat restaurant, production and training kitchens and a private dining and conference lounge, following a £3.8 million conversion of a historic hotel.

- Royal Dornoch Golf Course has risen (from 18th) to a ranking of 15th best golf course in the world in the US GOLF Magazine's recent review. Machrihanish is rated 92nd best, with Great Britain and Ireland having 28 courses in the magazine's top 100.

- The Caithness and North Sutherland Regeneration Partnership helped to create 120 jobs and £24 million of investment in the year to October 2009 in its priority areas of energy, the environment, engineering and tourism.

- Plans have been announced to build two biomass heat and power plants at Georgemass and Forss in Caithness in the next 12-18 months at a cost of £35 million. Some 20-30 people will be needed to operate the two sites, and around 100,000 tonnes of timber, much of which would be delivered by train.

- Ofgem has said that it is proposing to approve £77 million for development of the electricity transmission infrastructure in the north of Scotland by 2012, including strengthening the grid connection between Dounreay and Beauly with a new substation at Knocknagael to support investment in Pentland Firth tidal and wave power over the next five years (estimated at a value of £200 million).

- 16 Nuvia employees are being paid off at Dounreay from 1 April 2010, with six DSRL workers deployed to other decommissioning jobs on the site.

- Caithness could, however, benefit from construction work associated with the new nuclear power stations planned for England and Wales through its established businesses manufacturing, assembling, testing and refurbishing components.

- A local pressure group, Cinema for Thurso, has launched a campaign to save the All Star Factory cinema complex and bowling alley in the town that closed at the end of September.

- A Gaelic development officer has been appointed in Caithness, who will oversee preparations for next year's Mod as well as having a wider Gaelic learning and development support role. The Mod could attract 9,000 people.

- The Scottish Government has pledged £20 million towards a £30 million rebuild of Wick Academy.

- Sail North Scotland Marinas Association, comprising marinas in Wick, Shetland, Orkney and Inverness, has received a £5,000 grant from the VisitScotland Growth Fund. The award will be used to raise awareness of the "Viking Trail" – the route linking north Scotland to Scandinavia.

- A £300,000 hydro project is being carried out at the Kilmalieu Estate in Ardgour by the Abernethy Trust, with the support of Highlands and Islands Enterprise. Income from the project will allow the continued growth of the charity's core outdoor education business.

- The Lochaline community in Morvern has raised funding to renew its village filling station equipment and is now investigating a community land purchase to help create employment following closure of its silica mine in December 2008 with the loss of employment of 10 people, all of whom are still seeking full time employment.

- Glencoe Ski Centre has been taken over by Falkirk businessman Andy Meldrum, a snow enthusiast. The ski resort will open this winter with six full-time workers and about 30 seasonal staff. More jobs could be created through plans to add mountain-bike trails, an adventure playpark, dry ski slope and an archery range in time for summer 2010.

- Toravaig House Hotel in Sleat has been crowned the Taste of Highlands and Islands restaurant of the year. The owners completely renovated the building six years ago.

- Macdonald Aviemore Highland Resort reported that a total of 220,000 people stayed at the resort for the 12 month period up to September 30, a 9.1 per cent increase on the period from October 1st, 2007 to the end of September last year. The business sold 73,000 rooms, up 3,600 (five per cent) on the previous year, but the real growth came in the four months June to September, with an increase of 5,100 rooms sold, up 16 per cent. An £80 million expansion plan for the resort, which could create more than 300 jobs, include more hotel rooms, residential and office blocks, additional shop and a town square; although the recession may delay development for around three years.

- With strong public support, the Strathspey Railway Charitable Trust is progressing £5 million plans to extend the Strathspey Steam Railway from Aviemore to Grantown, possibly by late 2014. An initial £1 million target has been set within the next year which will provide the Trust's contribution to constructing a tunnel beneath the A95 Aviemore-Keith road at Gaich – one of the main hurdles to restoring the rail link. Highland Council has sold a station building in the Woodlands area of Grantown to the Trust for £1, and a project manager is being recruited.

- CNPA has approved plans for a £9 million new primary school in Aviemore, which will also incorporate a library, Council service point and nursery facilities, as well as a community sports field.

- Cairngorm Brewery has applied for planning permission to build a bottling hall, storage building and office space at its site at Dalfaber industrial estate. The first phase will create three jobs, while the second will include a new brewery and malt store, with at least five new jobs. The final phase will involve the removal of the old brewery building and shop, and construction of a first-floor visitor area, including viewing areas, catering and a new shop, with brewery tours being provided for visitors.

- Balmenach Distillery near Cromdale, part of Inver House Distillers Ltd, has begun making gin using traditional methods, as well as fine whisky. Gin does not have to be aged for years like whisky, and the product has been launched in Scotland and England.

Shetland

7.5 The Claimant Count unemployment rate in Shetland in October (1.4%) was unchanged from September, having fallen from 1.5% in August. 48 more people were unemployed in Shetland in October 2009 than a year earlier, when the rate was 1.1%.

7.6 Notified Vacancies in October 2009 at 91 were 21.6% lower than in October 2008, although they had increased by 12 from September 2009. Live Unfilled Vacancies in October 2009 were 30.7% lower than in October 2008.

Events and Announcements

- Shetland Islands Council's proposed five year capital programme plan incorporates expenditure of around £160 million on new buildings and maintenance in the next five years, including a projected spend of around £47 million in 2010/11 on the new Anderson High School and housing.

- Total E & P UK Ltd has applied for planning permission to build a gas processing plant together with pipelines and associated roads at land close to the Sullom Voe Terminal. The company has also applied for a works licence to enable development of the Laggan-Tormore gas condensate

fields west of Shetland. Early plans envisage around 150 workers coming to Shetland in phase one of the work, who would be able to be accommodated locally at hotels and guest houses.

In Phase Two, numbers would go up to about 450 by 2011, rising to 700 by 2012, and the company is actively considering housing the workers in temporary modular units at Sella Ness, near to the construction site. They would provide accommodation for around 500, with the remainder being housed locally.

Once built, the Total gas processing plant will require about 60-70 permanent employees to operate the plant and remotely operate the offshore wells.

- Oil company Dana Petroleum has discovered an oil and gas reserve off Shetland. The Aberdeen-based company is part of a consortium that has been drilling in the Tornado well 80 miles west of the isles. Tests are being carried out to determine the overall size of the new field. The discovery is close to the Schiehallion field, which ships oil to the Sullom Voe terminal.

- Engineering company AMEC has been appointed by BP to test the potential for further development in the Clair oil and gas field in the North Sea. The Clair field has been one of the largest undeveloped reserves on the UK Continental Shelf. The first stage of the development started up in February 2005 and accessed an estimated 250 million barrels of oil. The next stage will target the Clair Ridge area of the field, which has been extensively appraised over the last three years.

- Street furniture and plants, improved access to the lanes and better lighting are to be introduced in a bid to enhance the appearance of Lerwick town centre after a grant of just over £300,000 was awarded from the Scottish Government's Town Centre Regeneration Fund. It will go towards a series of projects costing £627,000 put forward in the recently published Lerwick Town Centre Action Plan 2009-2012. Other work will include signage and information boards, improvements to commercial premises and improvements to the small boat harbour already underway.

- A 3,000 sq metre office development has been approved by SIC for North Ness business park, on the site of the former WAG construction base.

- A planning decision on the controversial Viking Energy windfarm in Shetland will be delayed well into the New Year after the company announced they would lodge a revised application for a smaller windfarm. The developer said that they had listened to public opinion as well as the objections received from SNH, SEPA and the RSPB.

- Householders and community groups in Shetland have been deterred by operator SSE from connecting new wind turbines to the local electricity grid for the next four years. The islands' stand-alone 40MW grid can only cope with a limited amount of "non-firm" generation – electricity coming from an inconsistent source such as wind.

- SIC's development committee has approved a £150,000 budget to help launch external organisation Shetland Telecom. It is hoped that hooking into the fibre optic cable laid from Faroe to Scotland to Shetland's network will improve broadband reliability, boosting communication links for businesses and households. This initiative follows BT's reluctance to help improve broadband services in the isles imminently, although Councillors would still help BT to bring its own plans to fruition.

- The Hillswick shop is re-opening after being completely refurbished by the local community. The century-old establishment was purchased in July by the Northmavine Community Development Company (NCDC), with the help of a £50,000 grant from HIE's Community Land Unit. Around 90 per cent of the work has been carried out by local volunteers.

- The volume of fish landings in Lerwick fell by almost half in the first nine months of this year compared with the same period in 2008, according to the Port Authority. By value, however, the drop was much smaller at 3.8 per cent, the result of the decision by Shetland Fish Products to concentrate on handling offal from pelagic and salmon processors at the expense of industrial landings at the fishmeal plant at Heogan in Bressay.

- Local organisers of the visit of the Tall Ships Race to Lerwick in two years are confident of raising £400,000 in sponsorship. Lerwick, as one of the host ports for the event, hopes to attract more than 70 tall ships, with a total crew of about 3,000 sailors.

- Shetland Amenity Trust has received a £683,000 grant from the Heritage Lottery Fund towards restoring the 188 year old Sumburgh lighthouse and improving access. The existing engine room will be refurbished and used to interpret the story of the lighthouse and the Stevenson family, while the radar huts will be opened up to tell the history of the site during World War Two. There will also be an interpretation facility featuring the natural heritage of Sumburgh Head. The West Pavilion will be developed into self-catering holiday accommodation, generating income to maintain the other buildings.

Orkney

7.7 Remarkably, Orkney's Claimant Count unemployment rate in September 2009 at 0.9% was no higher than it had been in September 2008 (possibly uniquely within the UK), although there was a small increase to 1.0% in October 2009, which compares with 0.9% in October 2008.

7.8 Notified Vacancies in Orkney in October 2009, at 49, were up 17 from September 2009 and 19 higher than in October 2008. Live Unfilled Vacancies in October 2009 (20) were similar to the numbers a month and a year earlier.

Events and Announcements

- Funding worth £8 million from the UK Government's Department for Energy and Climate Change will support the creation of four nursery sites to add to EMEC's capacity, two for tidal and two for wave machines. These will allow developers to trial smaller scale marine energy devices – as well as full size prototypes – in less challenging sea conditions than those experienced at EMEC's main test sites.

  EMEC is also to receive an extra £2.5 million to provide extra infrastructure for wave and tidal test sites and two new posts – a technical director and a commercial director. The new funding will be made up of £1.45 million from the Scottish Government, £400,000 from Scottish Enterprise, £578,000 from HIE and £187,000 from Orkney Islands Council.

- The world's largest working hydro-electric wave energy device, known as 'Oyster', was officially launched on 20 November. The device, developed by Edinburgh wave energy company Aquamarine Power, is currently the world's only hydro-electric wave energy device which is producing power. This will be fed into the National Grid to power homes in Orkney and beyond. A farm of 20 Oysters would provide enough energy to power 9,000 three bedroom family homes.

  Developing Oyster's prototype to the point where it can deliver power to the grid has cost around £11 million, with Aquamarine estimating it will require around £30 million more to take the technology into the commercial marketplace. The Scottish Government has recently announced funding worth £975,000 to help Aquamarine to create the next generation Oyster Two machine.

- Fred Olsen Renewables has invested £6.2 million in Stromness-based Scotrenewables (Marine Power), which is testing a one-fifth scale prototype of its tidal turbine.

- Orkney Islands Council has commissioned Energy4All to investigate starting up a community-based energy company in Orkney. The company would offer Orkney residents and businesses the chance to make investments in local renewable energy developments while maximising opportunity for profits generated by renewable energy to remain in the Orkney community.

- Stromness has received £381,000 from the Scottish Government's Town Centre Regeneration Fund to install high speed fibre optic cables and to replace concrete paving within the town's conservation area with flagstone.

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Outer Hebrides

7.9 The Claimant Count unemployment rate in the Outer Hebrides increased from 3.3% in September to 3.6% in October 2009, having fallen from 3.4% in August. The increase in the rate from October 2008 to October 2009 (+66.1%) was the highest increase of HIE's nine Area Office areas. The number of long term unemployed in the Outer Hebrides (205) in October 2009 was up 105% from a year earlier.

7.10 Notified Vacancies in October 2009 at 57 were 34 lower than in October 2008 (-37.4%), and Live Unfilled Vacancies at 29 were 31 lower than a year earlier (-51.7%).

Events and Announcements

- HIE has approved a new 25-year lease at Arnish Point, Stornoway, for a new salmon processing plant and the creation of up to 100 full time jobs in a project worth around £5 million. In December 2008, the Lighthouse Caledonia facility at Marybank, Stornoway was closed with the loss of 130 jobs, but under different ownership and with a new board in place, the business believes Arnish will provide opportunities for future expansion and upgraded facilities. The new Arnish factory will be one of very few globally that can fillet salmon immediately after the fish have been harvested, guaranteeing premium quality and extending shelf life.

  Lighthouse Caledonia achieved profits of £4.3 million before interest and taxes in the 3rd quarter of 2009 compared with £495,900 in the 3rd quarter of 2008, with operating revenue up £8 million. In addition to the new plant at Arnish, the firm, based at Cairndow, Argyll, intends to develop new sites with EU funding during the next year.

- Marine Harvest has said that no inshore salmon farms will be closed as a result of creating four deep-water super sites off the Outer and Inner Hebrides. The company are currently analysing seabed quality and wave heights at 12 candidate sites within the Western Isles, Highland and Argyll and Bute council areas. More than 40 jobs will be created at the four selected sites. The sites will not become operational until 2012, although the final four will be chosen early next year, with planning permission being sought by the end of 2010.

- The Comhairle's Planning Committee has granted planning permission for a windfarm outside Stornoway (Pentland Road), despite its location within the Lewis Peatlands SPA.

- Stornoway town centre is set to undergo a major redevelopment following a grant from the Scottish Government's Town Centre Regeneration Fund of £1.5 million. The money will be used to infill Broadbay Estuary near the new Bridge Centre to provide extra land for development and parking. It is also hoped to create new retail premises and provide some space for open-air entertainment, while there are proposals for improved signage in the town.

- More than 100 houses for rent could be built in the Western Isles through a new deal signed between the Local Authority and the Scottish Government. The Scottish Government has now agreed in principle to overcome some of the previous difficulties which Hebridean Housing had in funding the completion of housing projects which had been agreed as part of the original stock transfer process.

- Stornoway based I Marvin (Plumbing and Heating) Ltd has officially folded after 70 years of trading, due largely to lack of work and economic recession. The 20 employees at Marvin's have been officially made redundant but eight have been re-employed by Nairn-based Highland Alternative Energy Limited, who specialise in green-energy systems for homes, such as ground source heat pumps and small wind turbines.

- The Wool Development Group in the Uists has commissioned a feasibility study to examine the prospect of establishing a mechanised micro-spinnery.

- Equateq Ltd, a pharma and neutraceutical business based in Breasclete on the Westside of Lewis, has received assistance from HIE Innse Gall for an innovative R&D project within the Life Sciences sector which is part of a comprehensive phased expansion plan. The project is expected to lead to high-spec jobs, continued investment and business growth in a remote and fragile area.

- Following the reprieve on the proposals to reduce QinetiQ's workforce in the Uist area, HIE staff are actively engaged with partners in the Hebrides Range Taskforce to create an economic diversity plan for the Uists and develop opportunities for defence and aerospace diversification and expansion. The aim is to focus policy and activity on creating a successful Uist economy and exploiting the opportunities provided by these unique assets in our area.

- HIE, Comhairle nan Eilean Siar and NHS-Western Isles are reviewing the Connected Communities wireless broadband network project with a view to agreeing a forward strategy with longer-term public sector contracts that will assist in achieving financial sustainability. The network currently serves around 90 public sector sites and some 1,400 business and residential customers across the whole archipelago.

- Comhairle nan Eilean Siar has commenced contractor tendering processes for a new Creative Industries and Media Centre in Stornoway, adjacent to the existing television studios and production offices at Seaforth Road. The new Centre will provide additional space to support growing television production connected with BBC ALBA and ensure that activities can take place in close proximity to the commissioning body, MG ALBA. The building will offer some 1,100sqm of high quality accommodation and is expected to be ready for occupation in October 2010.

- Following a scoping study in late 2008, Comhairle nan Eilean Siar is leading a steering group of agencies, including HIE and SNH, to develop a wave energy zone off the west side of the Outer Hebrides. Initial discussions have indicated the need to address environmental planning and survey activities in the early stages of development prior to the proposed wave zone being recognised as a regional initiative by the Scottish Government. Developer interest has already emerged from the wave energy sector, reinforcing the partner agencies' ambitions to exploit the significant natural resource available on this part of the North-west Atlantic coast.

- RWE nPower Renewables has confirmed that it is reviewing the 4MW near-shore wave power project planned for Siadar in North-west Lewis in an attempt to make it economically viable. The company is lobbying the Scottish Government to revise the current bar on marine energy projects accessing Renewable Obligation Certificates (revenue) income and capital grant support in order to ensure that the prototype development can proceed.

Moray

7.11 Claimant Count unemployment in Moray in October 2009 remained steady, having fallen to 2.2% in September from 2.6% in August. 33.4% more people were unemployed in Moray in October 2009 than a year earlier.

7.12 Notified Vacancies in October 2009 in Moray (492) were 128 higher than a year earlier (+35.2%) and 55 higher than in September 2009 (+12.6%). Live Unfilled Vacancies in October 2009 (479) were 20.4% higher than a year earlier and 13.2% higher than a month earlier.

Events and Announcements

- Moray Council will need to make spending cuts of more than £20 million over the next four years, reducing its expenditure in the current year of £195 million to around £179 million by 2013/14.

- News stories report that, as part of a package for the 2010 annual spending round, the RAF is preparing to cut 10,000 staff – a quarter of its manpower – and close up to five large air bases. One of either RAF Marham in Norfolk or RAF Lossiemouth in Moray is under threat because of planned cuts to joint strike fighter numbers, and the new Nimrod MRA4 could move from Kinloss to RAF Waddington in Lincolnshire. HIE's Moray Office is monitoring developments.

- Elgin, Lossiemouth, Buckie and Forres have together received £670,000 from the Scottish Government's Town Centre Regeneration Fund, following rejection of the bid for first round funding. The total cost of the initiatives will be £954,000.

- Morrison Construction has won the £31.5 million contract to design and build the Fochabers-Mosstodloch bypass, with work beginning before the end of the year.

- Homeware retailer Matalan has opened as the first occupant of Elgin Retail Park in Edgar Road, and will employ almost 100 staff.

- The Robertson Group posted pre-tax losses of £2 million in the year to November 2008 following profits of £11.9 million the previous year, whilst Robertson Homes posted pre-tax loses of £8.1 million, with a major element a significant writedown on its land bank. The company is, however, confident that it is well positioned to exploit the next growth cycle. In total, the Group now employs 1,106 people, compared with about 1,000 a year ago, and had 42 vacancies as at early October.

- Whisky distiller William Grant made pre-tax profits of £88.9 million in 2008 compared with £86.2 million in 2007, with turnover up by 17%. Competition was expected to intensify, however, due to a slowdown in industry exports and the economic climate.

- James Johnston & Co's pre-tax profits fell from £2.1 million in 2007 to £859,000 in 2008. In Elgin, the retail business has enjoyed a much better year in 2009 as the effects of a weaker pound, increased tourist and visitor numbers and the benefits of a £1.5 million investment in new heritage and visitor centre and courtyard shop are starting to pay dividends. The Elgin manufacturing business suffered from the financial crisis in the early part of the year as customers worldwide destocked, ordered much later than in previous years and operated within much tighter fiscal constraints generally. The company has continued to invest heavily in new plant and equipment during 2009, however. The company's balance sheet and cash position remain strong, and it is well equipped to take advantage of an upturn in the global economy, which it expects to be slow and gradual.

Argyll and the Islands

7.13 The number of people claiming unemployment benefit in Argyll and the Islands fell marginally by 0.8% between September and October 2009 to 1,184, having fallen by 5.1% between August and September. The two TTWAs in the area with the highest unemployment rates both achieved improvements in recent months, the rate in Dunoon and Bute falling from 4.8% in August to 4.4% in October, and the Campbeltown rate from 4.0% to 3.8%. Of the TTWAs in the HIE area with a relatively high urban concentration, the Campbeltown rate rose the least between October 2008 and October 2009 (from 3.4% to 3.8%). Dunoon and Bute now has the second highest unemployment rate of HIE area TTWAs.

7.14 Notified Vacancies in Argyll and the Islands fell by 62 (-26.8%) between September and October 2009, and by 24 (-12.4%) between October 2008 and October 2009. Live Unfilled Vacancies in October 2009 (198) were 12 higher than in October 2008, but 70 lower than in September 2009 (-26.1%), perhaps reflecting the end of the tourism season.

Events and Announcements

- Southworth Development LLC of Boston, Massachusetts, through its subsidiary Kintyre Development, plans to restore the Ugadale Hotel in Machrihanish and the Royal Hotel in Campbeltown. Funding of £1.12 million towards the project has been approved by HIE, with a further £744,000 from ERDF. The project will build on the previous investment in the new Machrihanish Dunes golf course, an 18-hole links course formally opened in July this year and also owned by Southworth. It has developed a golf shop, bar / restaurant and modern apartments at Machrihanish, available on a freehold fractional ownership basis.

  Built in 1898, the Ugadale Hotel in Machrihanish overlooks the famous Machrinhanish Golf Course and the completed hotel will comprise 21 rooms, a malt whisky bar and seafood restaurant. The Royal Hotel, located in the centre of Campbeltown, will be comprehensively refurbished to provide 23 rooms, including three suites, a bar and an oyster and seafood restaurant. Southworth aims to complete the projects by spring 2011.

- Bowmore and Dunoon have each received £300,000 from the Scottish Government's Town Centre Regeneration Fund. Oban did not receive funding, which is a potential setback for plans for a 60-berth short stop pontoon development in the town by Oban Bay Marina. Tarbert received funding through the first round.

- Affordable housing provision will be improved through Argyll and Bute Council's planning consent for 88 new homes in Lochgilphead on the former high school and hospital site.

- Oban biotechnology company GlycoMar has acquired the assets related to commercial seafood safety testing carried out by Integrin Advanced Biosystems at nearby Barcaldine. This was made possible by a £260,000 cash injection from investors, including Scottish Enterprise and HIE. The acquisition secured nine jobs.

- The Original Factory Shop is to open in the former Woolworth's store in Campbeltown, providing 20 jobs.

- Lakeland Marine Farm Ltd plans to develop a salmon fish farm that would create four full-time and two part-time jobs. As well as 14-cages, there will be food storage and a service barge installed on site, serviced from Carradale Harbour. The plan was approved by the Council as a development that would bring younger people into Carradale and East Kintyre and improve local employment opportunities.

- Unemployed people in the Oban and Lorn area are benefiting from a project to construct a scale model of a Caledonian MacBrayne ferry. The two year project, which started on April 1st this year, is giving six months' employment to approximately 30 local people who are out of work. Once completed, the boat will be handed over to Caledonian MacBrayne who will use it at Trade Shows and other high profile events.

- An Comunn Gaidhealach has hailed this year's National Mod in Oban as a massive success, with an estimated 9,000 competitors and spectators. HIE contributed up to £30,000 towards the event (against loss). Following the 2010 Mod in Caithness, the 2011 Mod will be held in Stornoway (coincidentally with the Year of Scotland's Islands) and the 2012 Mod in Dunoon.

- A lack of passengers is threatening the passenger ferry service between Jura and Tayvallich, which has now completed its second season. The service, which began as a pilot scheme two years ago, allows islanders to access mainland Argyll in less than one hour instead of travelling to the mainland via the neighbouring Isle of Islay. Argyll and Bute Council agreed to subsidise a three-year pilot scheme, but the subsidy alone may not be enough to keep the service going. Ferry operator, Jura Development Trust, is already trying to find an alternative means of funding, should Council funding cease when the pilot scheme ends. The lack of tourist traffic using the service has threatened its future.

- Easdale Island has been chosen as one of 14 projects from across the UK which will share £2 million funding from the Scottish Gas Green Streets programme. A wind turbine will be erected next to the community hall and a ground source heat pump installed using seawater to power community buildings.

- A four year old application for a 14 turbine windfarm at Stacain near Inveraray has been refused planning permission by Scottish Government Ministers. Also, Scottish Ministers have rejected a developer's appeal for a 16 turbine windfarm near Toward.

- The Kilfinan Community Forest Company near Tighnabruaich is working to raise £130,000 to buy 125 hectares of Acharossan Forest from the Forestry Commission, as a first phase in its greater ambition to buy approximately 450 hectares. Under the National Forest Land Scheme, the group has to buy the forest by March 2010, and HIE has awarded almost £6,000 to allow it to prepare documentation on the social and economic impacts that the project would have for the area.

- The Bute Community Land Company is seeking to obtain Right-to-Buy consent from the Scottish Government for the 1,700 acre Rhubodach forest at the north end of Bute. It has provisionally commissioned a feasibility study.

- The Kilberry Inn has won a prestigious Cesar award by the Good Hotel Guide and been named Scottish Dining Pub of the Year by the Good Pub Guide.

- It is possible that Arran beer could soon be bottled at a new £3.9 million site near Kilmarnock. Currently, Arran beer is brewed at Cladach, taken off the island in 180-barrel tankers, and then bottled at Dunbar and Hartlepool. The Belhaven plant at Dunbar where all Arran Red Squirrel beer is bottled will be closing down in December and the company may have to find an interim bottler until the Ayrshire plant is up and running. The company has ample capacity at Cladach to increase volume substantially. It is getting Red Squirrel bottles into ASDA stores in January, and could create nine more jobs on Arran.

- The Douglas Hotel in Brodick is being redeveloped with 21 ensuite double bedrooms, whisky bar, brasserie, and sports facilities for guests.

- Western Ferries has outlined proposals at a meeting in Arran to build two new ships to run between Brodick and mainland Ayrshire from 6 in the morning till midnight. This would compete with Cal Mac's service.

- Celebrity yoga master Surami Ramdoor Ji is establishing a retreat billed as a top class international destination catering for up to 100 guests, following the purchase of the uninhabited Little Cumbrae for £2 million by supporters Mr and Mrs Poddar from Glasgow.

8.   Banking Issues

8.1   To meet state aid support approval from the European Commission, Lloyds Banking Group (43.5% owned by the taxpayer) has to sell savings and current accounts worth £30 billion and £70 billion of mortgages, while Royal Bank of Scotland (70% owned by the taxpayer) will have to shed 318 branches and about 14% of its total network.

8.2   Over the next four years, about 20% of the Lloyds network will be sold, including 185 branches of Lloyds TSB in Scotland, while RBS will lose 311 branches in England and Wales and 7 NatWest branches in Scotland.

8.3   Banks in the Highlands and Islands should be relatively unaffected – indeed there would otherwise have been a risk of "mergers" in localities with both Bank of Scotland and Lloyds TSB branches with a net loss of staff. Nevertheless, underlying staff rationalisation in banks will continue and a particular concern has been the loss of a Bank of Scotland business banking manager in Islay, with the island to be served by the business banking manager from Oban who will travel to the island for appointments. According to the Oban Times (20 November), this policy could result in the loss of eight or nine jobs in Argyll.

8.4   Lloyds Banking Group has said that it will reduce UK posts by 5,000 by the end of 2010, of which around 1,000 will be jobs in Scotland, mainly in Glasgow and Edinburgh.

8.5   It is recommended that banking services and employment should be closely monitored by HIE, with particular attention to potential closures of small branches, reductions in local professional staff and any reductions in mobile banks. HIE account managers would be best placed to monitor any changes in local bank lending policy and practice with regard to businesses of varying scale.

9.   Principal References

9.1   The principal sources of statistical information for this report are given below. Many of the sources are regularly updated, and more recent figures and projections could be obtained from the relevant websites.

OECD Economic Outlook No 86, 19 November 2009

IMF World Economic Outlook, October 2009

HM Treasury – Forecasts for the UK Economy – A comparison of independent forecasts, November 2009

HM Treasury Pocket Data Bank (as at 24 November 2009)

Bank of England Inflation Report, 18 November 2009

ONS – Miscellaneous Statistical Bulletins

BRC / KPMG Retail Sales Monitor for October 2009

Scottish Retail Consortium, Retail Sales Monitor for October 2009

The Scottish Government – Economic Recovery Plan Update, 29 October 2009

The Scottish Government – State of the Economy, Dr Andrew Goudie, August 2009

The Scottish Government News Releases

Registers of Scotland News Release – November 2009

Fraser of Allander Economic Commentary, Vol 33 No 2, November 2009

Monthly Economic & Social Tourism Trends for Scotland, October/November 2009 – VisitScotland

Scottish Visitor Attraction Barometer, September 2009 Report – Glasgow Caledonian University for VisitScotland

HIE Unemployment digests, August & September 2009 (Planning & Economics)

Royal Bank of Scotland & Lloyds Banking Group Press Releases and Announcements

Steve Westbrook, Economist
November 2009

Argyll and Bute Strategic Partnerships (Last updated December 2009)

Argyll and Bute Advice Network	A partnership of advice agencies aiming to improve the quality of and access to advice for people in Argyll and Bute	Kate Connelly, Chair of Argyll and Bute Advice Network 01546 604116 kate.connelly@argyll-bute.gov.uk	✓
Argyll and Bute Against Domestic Abuse and Violence Against Women Partnership (ADA)	- The aim of ADA is to improve on the protection provision and prevention of Women and Children in Argyll and Bute who experience Domestic abuse and violence of any sort. The ultimate aim is to eradicate violence towards women and children.	Anne Horn, Chair of ADA PATNERSHIP Anne.horn@argyll-bute.gov.uk	✓
Argyll and Bute Agricultural Forum	Argyll and Bute Agriculture Forum purpose is to: raise awareness of agricultural issues across the area, to act as a Forum for discussion about agricultural issues, too promote the sustainable development of agriculture and to create a unique opportunity for all agencies with an interest in land use sectors to work together	Fergus Younger, fergus.younger@sac.co.uk	?
Argyll and Bute Child Protection Committee	The Argyll and Bute Child Protection Committee is the primary strategic planning mechanism for inter-agency child protection within Argyll & Bute. The Committee membership includes senior representatives from across the range of statutory and voluntary organisations in the area concerned with child welfare. The Committee meets on a regular basis to discuss issues of national interest concerning the protection of children. There is also a clear focus on the promotion of inter agency working and training in the field of child protection and the Committee ensures local policies and procedures are in place for responding to child protection concern.	Robert Grant, chair of committee Robert.grant@argyll-bute.gov.uk or Liz Strang, Elizabeth.strang@argyll-bute.gov.uk	✓
Argyll and Bute Childcare	Argyll and Bute Childcare Partnership aims to bring together a wide range of providers and service users in the public, private and voluntary sectors	Alison Mackenzie, Principal Officer Childcare and Education,	✓

Partnership	in a spirit of co-operation and genuine partnership. Using the shared knowledge, commitment and resources of all partners the partnership promotes the expansion of high quality early education and childcare in Argyll and Bute. The partnership also addresses strategically the identified needs of children and families in Argyll and Bute seeking access to and information about early education and childcare services. The Childcare partnership plans and develops early education and childcare services as part of the integrated planning framework for children and young people's services in Argyll and Bute, ensuring that the plans for early education and childcare enhance the care, play and learning experiences of all children in Argyll and Bute recognising the special needs of particular individuals and groups. Note: The Partnership is now in the process of evolving into a group that will work towards implementing the Early Years Framework that was published by the Scottish Government in December 2008	alison.mackenzie@argyll-bute.gov.uk	
Argyll and Bute Community Health Partnership	Argyll and Bute CHP provides primary care and community services in Argyll and Bute and some acute services, including a wide range of out-patient and in-patient services across four localities: Oban, Lorn and the Isles; Mid Argyll, Kintyre and Islay; Cowal and Bute; and Helensburgh and Lomond.	Derek Leslie, General Manager, derek.leslie@nhs.net, 01546 605646 and David Ritchie, Communications Manager, davidritchie@nhs.net, 01436 655040.	✓
Argyll and Bute Community Safety Partnership	The Argyll and Bute Community Safety Partnership aims to improve the quality of life of residents and visitors to Argyll and Bute by, as far as possible, reducing risks and protecting them from hazards, threats and the criminal or anti social behaviour of others. The Argyll and Bute Community Safety Strategy 2009 – 2012 has identified five priorities based upon a strategic assessment of community safety issues which involved analysis of data, consultation with partner services and evaluation of resident perception and concerns. The strategic assessment underpins an intelligence led problem solving and planning approach to	Robert Cowper, Tel 01436 658831, Robert.Cowper@argyll-bute.gov.uk	✓

Page 199	Community Safety. The following priorities have been identified: **Ensuring Neighbourhoods and Towns are Safe from Violence, Antisocial Behaviour and Disorder; Tackling Vandalism and Criminal Damage within Communities and Towns and Ensuring the Environment is Respected and Valued; Improving Road Safety and Promoting Safe Driving; Improving Water Safety; Engaging Residents in Developing Safe Neighbourhoods and Providing Public Reassurance about Personal Safety.** These priorities are developed into clear outcome based and focused action plans that are risk based and demonstrate links with wider local and national outcomes. The priorities and action identified by the Argyll and Bute Strategic Community Safety Partnership contribute to the achievement of Argyll and Bute Community Plan objectives and the Argyll and Bute Single Outcome Agreement. Action by the Community Safety Partnership also links with the Scottish Government national objective of a Safer and Stronger Scotland. The five locally based Community Safety Partnerships play a key role delivering the strategy at area level and contribute to monitoring of outcomes and reporting to the Strategic Partnership. Delivery is based upon education and prevention, early intervention and, where appropriate, enforcement action. These multi agency partnerships operate in each of the Council's decentralised areas of Bute and Cowal, Helensburgh and Lomond, Mid Argyll, Kintyre and the Islands, Oban, Lorn and the Isles.		Page 199
Argyll and Bute Health and Care Strategic Partnership	The Argyll and Bute Health and Care Partnership is the strategic working forum between the council and NHS Highland / Argyll and Bute CHP. Led by senior members and officers of the Council including the Leader, Spokesperson for Community Services, Chief Executive and Director of Community Services. From the NHS, General Manager and Clinical Director of Argyll and Bute CHP and Director of Community Care NHS	Council: Douglas Hendry, Director of Community Services Douglas.hendry@argyll-bute.gov.uk and James Robb, Head of Adult Care jim.robb@argyll-bute.gov.uk , 01369-708911 0r 01546-604323	✓

	Highland. Partnership manages all issues relating to: Joint Service Planning and Service design / re-design; Integration of Services and Management structures; Joint financial planning including resource release proposals; All issues relating to the Joint Performance Indicators and Assessment Framework; (JPIAF) e.g. Delayed Discharge, Local Improvement Targets.	NHS: Derek Leslie, Argyll and Bute CHP General Manager Derek.leslie@nhs.net and Josephine Bown, Argyll and Bute Head of Integrated Care Josephine.bown@nhs.net	
Argyll and Bute Local Access Forum	The Argyll and Bute Local Access Forum are an independent statutory body established under the Land Reform (Scotland) Act 2003. Its members are drawn from land managers, public agencies, community groups and access users. The Forums aim is to provide expert and impartial advice on outdoor access and matters relating to Part 1 of the Land Reform (Scotland) Act. Because of the disparate and complex issues associated with outdoor access this aim can only be achieved through working in partnership with various interest groups	Douglas Grierson, Access Officer, 01546 604228 Douglas.grierson@argyll-bute.gov.uk	✓
Argyll and Bute Local Biodiversity Partnership	The Argyll and Bute Local Biodiversity Partnership was established in 1997 with 31 partners representing government and non-government agencies and organisations. The Argyll and Bute Local Biodiversity Action Plan (AandBCLBAP) was launched in September 2001 with 67 action plans representing land, freshwater and marine and coastal habitat and species. Partners are delivering the actions through projects and as part of their remits. In order to increase public awareness and engagement in the LBAP, Phase I and Phase II of the Community Action for Biodiversity project was developed to support community activities, training and demonstration projects. The Partnership supports the Community Planning Partnership, the Argyll Agricultural Forum, Access Forum, Scottish Working Group on Invasive Non Native species, Firth of Lorn and Loch Creran SAC, Local Action Group- LEADER, the Argyll and Bute Beach Forum and formed the Argyll and Bute Invasive Species Forum.	Marina Curran-Colthart, Local Biodiversity Officer, Kilbowie House, Gallanach Rd., Oban, Argyll PA34 4PF. Tel 01631-569160. email: marina.curran-colthart@argyll-bute.gov.uk Website: www.argyll-bute.gov.uk/biodiversity/	✓

Argyll and Bute Renewable Alliance	This will be an action coming out of the Renewable Strategy and Action Plan which is currently in very early draft form and which is an action in the new CPP Plan. Hopefully ABRA will be up and running in the early part of the new year.	Audrey Martin Audrey.martin@argyll-bute.gov.uk	✓
Argyll and Bute Social Economy Partnership	To provide strategic support to social enterprises in Argyll and Bute	Jim McCrossan jim.mccrossan@argyll-bute.gov.uk	✓
Argyll and Bute Social Enterprise Network	Argyll and Bute Social Enterprise Network is a network for all established and emerging social enterprise throughout Argyll and Bute and Arran and the Cumbraes. A trading social enterprise in its own right as well as a membership based organisation, ABSEN promotes meetings, training, events and newsletters on a regular basis in response to Members needs and to encourage sharing and dissemination of relevant information; it promotes social enterprise as an alternative business model in the area including working directly with community groups, emerging social enterprises, schools and other agencies; it represents Members' interest to statutory bodies and agencies; delivers services throughout the area under contract with HISEZ and the Local Social Economy Partnership; is a signed partner in the Third Sector Partnership, has Director representation on the Demonstration Board, is a Member of the Local Social Economy Partnership and the Economic Thematic Group of the CPP.	Mike Geraghty ABSEN Development Officer: email mike.geraghty@absen.org.uk Tel 07767 383 380	✓
Argyll and Bute Strategic Housing and Communities Forum	The Argyll and Bute Housing and Communities Forum was established in 2006, following the merger of the Strategic Housing Forum with the Community Planning Partnership Sustaining Our Communities, Culture and Environment theme group. The core membership currently comprises over 22 individual representatives from around 12 separate partner organisations with over a dozen further additional members who participate on an ad hoc basis. Membership reflects a range of interests	Malcolm MacFadyen, Head of Community Regeneration, Argyll and Bute Council, 01546 604412 malcolm.macfadyen@argyll-bute.gov.uk	✓

	from national and local perspectives and statutory, private or voluntary sectors. The partnership has an extended remit to monitor, and support the development and implementation of, a range of plans and strategies relevant to housing, land use, infrastructure capacity, and community development, sustainability and engagement. These include: the Local Housing Strategy; the Homeless Strategy; Supporting People Strategy; Fuel Poverty Strategy; Argyll and Bute Local Plan and the Loch Lomond and the Trossachs National Park Plan; Affordable Housing Policy; Communities Scotland Investment Programme; Scottish Water Development Programme; RSL Wider Role Strategy; Community Regeneration Fund and Outcome Agreements; and the Renewable Energy Policy		✓
Argyll and Bute Youth Forum	Argyll and Bute Youth Forum is a constituted voluntary organisation with charitable status bringing together young people from a number of local youth forums across Argyll and Bute. There are 32 young people on the ABYF with 8 members from each of the Council's 4 decentralised areas. In partnership with Dialogue Youth, ABYF promote and assist with the election of two MSYPs for Argyll and Bute. The ABYF rotates its AGM round the communities of Argyll and Bute and there are normally 4 meetings of the forum each year, including the AGM.	Martin Turnbull Martin.turnbull@argyll-bute.gov.uk	✓
Argyll and Bute's Children	This group has responsibility for :(i) The commissioning, publication, reviewing and monitoring of Argyll and Bute's integrated children's services plan.(ii)The development of integrated children's service systems including; the further development of FUSIONS, the response to GIRFEC, integrated assessment, and the operational implementation of integrated working.(iii) Ensuring consistency of service and policy development in respect of Child Protection; Early Years; and Children With Additional Social Needs	Douglas Dunlop, Head of Service – Children and Families, 01546 604256, dougie.dunlop@argyll-bute.gov.uk	✓
Argyll and the Islands LEADER Local Action Group	LEADER is part of the Scottish Rural Development Programme (SRDP). The aim of LEADER is to increase the capacity of local rural community and business networks to build knowledge and skills, and encourage	Argyll and the Islands LEADER Project Co-ordinators Lorna Elliott lorna.elliott@argyll-bute.gov.uk and	✓

	innovation and co-operation in order to tackle local development objectives It is a bottom-up method of delivering support for rural development through implementing a local rural development strategy. Support is aimed primarily at small-scale, community driven projects that are pilot and innovative in nature. The Argyll and the Islands Local Action Group is a partnership made up of community sector, public sector and private sector organisations which delivers the programme in the Argyll and the Islands area (Argyll & Bute excluding Helensburgh and Arran and the Cumbraes). The Partnership has 24 members and is chaired by Argyll & Bute Volunteer Centre The secretariat is provided by Argyll & Bute Council	Sheila McLean sheila.mclean@argyll-bute.gov.uk see also www.argyllandtheislandsleader.org.uk for further information.	
Argyll Regional Project Assessment Committee (RPAC)	Responsible for making recommendations for funding under the Rural Priorities Scheme (part of the Scottish Rural Development Program). The committee meets between three and four times a year and consists of representatives from Scottish Government Rural Payments and Inspections Directorate (SGRPID), Scottish Natural Heritage (SNH), Forestry Commission (FC), Argyll and Bute Council, SEPA and Highlands and Islands Enterprise. The committee considers case summaries prepared by officers from SGRPID, FC and SNH and makes recommendations to the Cabinet Secretary for Rural Affairs and Environment who makes the final decision on funding of individual projects	Bill Dundas Bill.Dundas@scotland.gsi.gov.uk	✓
Fairer Argyll and Bute Partnership	The FAB partnership brings together all relevant partners to coordinate policy and action on tackling poverty, deprivation and health inequalities. A detailed analysis of data for all communities in Argyll and Bute has helped direct future action. Specific areas of work within the FAB Plan are coordinated by other groups that feed into the full FAB Partnership. For example: the Health Improvement Planning and Performance Action Group (HIPPAG) ensures that there is alignment between action on local needs and national priorities with a focus on: mental wellbeing; tobacco; alcohol; obesity; and early years, and the development of the Community Learning Strategy to ensure that community based learning opportunities	Jim McCrossan jim.mccrossan@argyll-bute.gov.uk	✓

	are widely available to people of all ages		
Health Improvement Planning and Performance Action Group (HIPPAG)	This is a group that comprises a cross section of statutory and voluntary organisations and community representatives. The focus of its work is on public health issues that affect the whole population as well as playing particular attention to health inequalities. It comes together to tackle issues that are better dealt with within such a partnership because of the multi-faceted nature of the problem or where the issue is not addressed by separate organisations.	Elaine C Garman, NHS Highland, Victoria Hospital, Rothesay, 0700 501534 elaine.garman@nhs.net	✓
Argyll and Bute Health Improvement Group	The group is working on tackling the areas of the Council's Sport and Physical Activity Strategy which have potential of tackling health issues within the wider public services. This group consists of representatives of direct services where physical activity and sport can or do play a part in tackling other priorities such as mental health, ageing, physical disability, general health as well as specific health issues such as obesity, exercise on referral, cancer, heart disease, musculoskeletal health etc. Members are drawn from Argyll and Bute Council's Services for young people, older people, community regeneration, children with disabilities, sport and leisure, NHS Highland, Active Schools and sportscotland.	Muriel Kupris, Community Resources Manager, 01631 572181. Muriel.kupris@argyll-bute.gov.uk	
Young Scot – Dialogue Youth	The Scottish Government, Young Scot and Argyll and Bute Council are working in partnership to deliver a localised youth information package under the initiative of Dialogue Youth. The project aims to ensure young people aged 12 - 26 are fully represented in community planning, enabling them to make informed choices by providing information and opportunities, engaging young people through surveys and consultations and empowering them by providing platforms for them to express their views	Roanna Taylor, MAYP, Union Street, Lochgilphead, PA31 8JS Tel: 01546 600035 Roanna.taylor@argyll-bute.gov.uk	✓
ALL SCOTLAND 2014 LEGACY GROUP	Willie Young, Principal Leisure Officer represent the Council and CPP on the All Scotland 2014 Legacy Group. This consists of nominated officers	Willie Young, Principal Leisure Officer,	

	from all 32 Local Authorities in Scotland along with their counterparts in all of Scotland's Health Boards. The aims of the group are to promote and drive forward the four pillars of the Scottish Government's 'Games Legacy for Scotland' (Active Nation, Connecting Scotland, Sustainable Scotland and a Flourishing Scotland) using the build up to the 2014 Commonwealth games in Glasgow as a platform to develop a lasting legacy.	willie.young@argyll-bute.gov.uk
REGIONAL SPORTS PARTNERSHIP	Since the restructuring of sportscotland over the past year, the Government have decided that the development of sport should be progressed on a regional basis in future. Argyll and Bute are designated within the West Region which consists of 13 local authorities stretching from Argyll and Bute through west central Scotlsnd 9including Glasgow) to Dimfries and Galloway. The Region is the largest of the six in Scotland and will bring additional resources to the area such as coach and club development teams from sportscotland as well as Regional staff from Governing Bodies of Sport.	Willie Young, Principal Leisure Officer, willie.young@argyll-bute.gov.uk

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Argyll and Bute Community Planning Partnership

Management Committee
Date: 22 January 2010

Title: Social Affairs Thematic CPP Group

1. **SUMMARY**

    1.1 The second Social Affairs Thematic CPP Group meeting was held on 9 November 2009.

2. **RECOMMENDATIONS**

    2.1 Note that the Social Affairs Thematic CPP Group agreed to amend the Community Plan to include Campbeltown All Weather pitch in the success measures of CPP CP10.

    2.2 Note progress in the development of the Social Affairs Thematic CPP scorecard.

    2.3 Note that in the integration of existing strategic partnerships that the Social Affairs Thematic CPP Group will be focusing on the Argyll and Bute Community Safety Partnership to work through the process of integration.

3. **BACKGROUND**

    3.1 The group discussed the Social Affairs elements of the Community Plan which gave a focus of the specific areas the thematic group remit relates to.

    3.2 The Thematic Group had a constructive input regarding the development of thematic scorecard within Pyramid, which for some partners was the first time they had viewed the scorecard system. Noting that it will be scrutiny by exemption from the information highlighted red in scorecard

    3.3 Due to the wide range of strategic partnerships functioning within Argyll and Bute which relate to the Social Affairs Thematic CPP Group it was agreed to work through the process of integration with one strategic partnership ensuring a robust process is undertaken that could be replicated with the remaining strategic partnerships

4.   CONCLUSION

4.1   The meeting enabled the context of Social Affairs to be understood within the terms of Argyll and Bute Community Plan, now the work begins regarding the scorecard and the integration of strategic partnerships

Lynn Smillie
Area Corporate Services Manager

Telephone 01436 658820

Argyll and Bute Community Planning Partnership

Management Committee
20th January 2010

Update Report on Environment Thematic Group

1. SUMMARY

1.1 This report summarises progress which the Environment Thematic Group has made in regard to developing and implementing actions in the Community Plan, and in beginning to develop a scorecard to monitor such progress.

2. RECOMMENDATIONS

2.1 That the Management Committee note the progress which the Environment Thematic Group has made in developing the Community Plan and the associated scorecard.

3. BACKGROUND

3.1 The Environment Thematic Group met on 12 November 2009 and agreed with modifications, the outcomes and actions contained in the draft Community Plan relating to the Environment.

3.2 The group considered the information which they will need to populate the Pyramid scorecard and agreed to pass comments to the Pyramid team on the elements they would wish to see on the scorecard.

3.3 It is hoped that a draft scorecard will be prepared for consideration at the next meeting.

4. CONCLUSION

4.1 The Environment Thematic Group have made good progress in taking forward the development of the thematic actions within the Community Plan and have a process in place to ensure the effective implementation and monitoring of same.

For further information contact:
Iain Jackson, Area Corporate
Services Manager

Telephone 01546 604188

Argyll and Bute Community Planning Partnership

Management Committee
Date: 20th January 2010

Title: Update Report on Economy Thematic Group

1. SUMMARY

1.1 This report summarises progress which the Economy Thematic Group has made in regard to developing and implementing actions in the Community Plan, and in beginning to develop a scorecard to monitor such progress.

2. RECOMMENDATIONS

2.1 That the Management Committee note the progress which the Economy Thematic Group has made in developing the Community Plan and associated action plan and scorecard

3. BACKGROUND

3.1 The Economy Thematic Group met on 25th November and agreed, with modifications, the outcomes and actions contained in the draft Community Plan relating to the Economy of Argyll and Bute.

3.2 The group further considered the need to develop a Pyramid scorecard to scrutinise priority areas of work for the group.

3.3 It is anticipated that draft scorecards will be submitted to the February meeting of the group for discussion and agreement.

3.4 The group agreed that their work programme will include Transport and Tourism, with a view to including these priorities to the Action Plan within the Community Plan in the future.

4. CONCLUSION

4.1 The Economy Thematic Group have made good progress in taking forward the development of thematic actions within the Community Plan and have a clear process in place to ensure effective implementation and monitoring of same.

For further information contact: Shirley MacLeod, Area Corporate Services Manager

Telephone   01369 707130

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**Argyll and Bute Community Planning
Partnership**

Management Committee
Date: 20th January 2010

**Title: Update Report on Bute and Cowal Local Community Planning
Group**

1.   SUMMARY

1.1   This report summarises progress which the Bute and Cowal Local
Community Planning Group has made in getting the group
established and beginning to develop an action plan.

2.   RECOMMENDATIONS

2.1   That the Management Committee note the progress which the Bute
and Cowal Local Community Planning Group has made in getting
the group established and beginning to develop an action plan.

3.   BACKGROUND

3.1   The Bute and Cowal Local Community Planning Group met for the
first time on 3rd November 2009 and had generally good
representation attending, with the notable exception of NHS
Highland. Community Councils were represented on an interim
basis by the Chair of the Association of Argyll and Bute Community
Councils.

3.2   The group noted all of the information presented in regard to
community planning, partnership working and community
engagement. They further considered statistical information
provided in regard to identified needs of local communities and
how this information can be used to develop Area Community
Plans. The group also discussed the need to ensure appropriate
and effective representation from community groups onto the local
group.

3.3   The second meeting of the group was held on 12th January 2010,
at which time representation (3 members) was present from the
Caucus of local Community Councils. All core partners also
attended, and the group had a productive discussion on
representation from the third sector, with agreement being reached
that the developing third sector interface will be the representative
body for the sector. The group further agreed to invite

representation from the business communities in both Bute and Cowal, and to have attendance from Business Gateway staff on an agenda specific basis.

3.4 The first draft of the Bute and Cowal Local Community Plan which had, by agreement, been developed by a sub group of the LACPG, was discussed and broad agreement reached on both outcomes and actions. The plan will now be considered more fully at the forthcoming Community Seminar, with a view to a final draft being considered, and agreed, at the LACPG meeting scheduled for 4th May 2010. Thereafter the group will undertake a monitoring role to ensure delivery of agreed actions in the plan.

3.5 Community Learning and Regeneration are leading on organising the Community Seminar, which will take place on Saturday 6th March 2010. Agreement was reached on the outline programme for the day, which will focus on the four key priorities identified in the draft Community Plan, and will be a participatory, interactive event.

4. CONCLUSION

4.1 The Bute and Cowal Thematic Group have made good progress in taking forward the development of the group, the local Community Plan and the forthcoming Community Seminar for the area.

For further information contact: Shirley MacLeod, Area Corporate Services Manager

Telephone   01369 707130

Agenda Item 17b

Argyll and Bute Community Planning Partnership

Management Committee
20th January 2010

Update Report on MAKI Local Community Planning Group

1. SUMMARY

1.1 This report summarises progress which the Mid Argyll, Kintyre and the Islands Local Area Community Planning Group (LACPG) has made in getting the group established and beginning to develop an action plan.

2. RECOMMENDATIONS

2.1 That the Management Committee note the progress which the Mid Argyll, Kintyre and the Islands Local Area Community Planning Group has made in getting the group established and beginning to develop an action plan.

3. BACKGROUND

3.1 The LACPG met for the first time on 4 November 2009 in the Town Hall, Campbeltown. All core partners except NHS Highland were represented at the meeting. Community Councils were represented on an interim basis by an executive member of the Association of Argyll and Bute Community Councils.

3.2 They heard a presentation which detailed the ethos, key principles, responsibilities and objectives of the LACPG and noted the information provided in relation to partnership working and community engagement. The group discussed this and agreed that they must ensure appropriate and effective representation from community groups onto the LACPG. All partners were positive about the process being undertaken.

3.3 The group considered information provided in relation to identified needs within the local communities and how this information can be used to develop the local area community plan.

3.4 It was agreed that all partners would consider possible outcomes for inclusion in a draft local area community plan in order that further discussion on this can take place at the next LACPG meeting on 13 January.

3.5 It was agreed that the partners should consider a joint approach to community engagement in order that further discussion on this can take place at the next LACPG meeting on 13 January 2010.

4.   CONCLUSION

4.1 The Mid Argyll, Kintyre and the Islands local area community planning group has made satisfactory progress in taking forward the development of the group and the local area community plan

For further information contact: Iain Jackson, Acting Area Corporate Services Manager

Telephone   01546 604188

Argyll and Bute Community Planning Partnership

Management Committee
Date: 22 January 2010

argyll and bute
community planning partnership

Title: Helensburgh and Lomond Area Community Planning Group

1. SUMMARY

1.1 The first meeting of the Helensburgh and Lomond Area Community Planning Group was held on 17 November 2009.

2. RECOMMENDATIONS

2.1 Note the level of partners who were unable to attend the first meeting

2.2 Note that the working group to establish priority areas has been difficult to coordinate due to operational priorities by partners and Christmas and New Year holiday period.

2.3 Note the discussion on the level of elected member representation on the LACPG.

3. BACKGROUND

3.1 First meeting was a bit disappointing in relation to the number of partners who attended. Unfortunately due to bereavement representatives from Strathclyde Police and NHS Highland were unable to attend and for operational reasons representatives from Strathclyde Fire and Rescue were not able to attend.

3.2 The presentations of the overview of community planning, setting the scene did assist to set the foundations for the Group

3.3 Questions were asked on the need to have ten elected members involved in the LACPG recognising that the Council is just one of the partners round the table and not each members having an individual voice

4. CONCLUSION

First meeting with the level input and discussion round the table has helped all partners present to gain a wider understanding of community planning, partnership working and the remit of the LACPG however comments highlighted that until the group actually begins to deliver there is uncertainly about what the group can do.

For further information contact: Lynn Smillie

Telephone 01436 658820

**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date: 20th January 2010**

**Title: Update Report on Oban, Lorn and the Isles Local Community
Planning Group**

1. **SUMMARY**

   1.1   This report summarises progress which the Oban, Lorn and the
   Isles Local Community Planning Group has made in getting the
   group established and beginning to develop an action plan.

2. **RECOMMENDATIONS**

   2.1   That the Management Committee note the progress which the
   Oban, Lorn and the Isles Local Community Planning Group has
   made in getting the group established and beginning to develop an
   action plan.

3. **BACKGROUND**

   3.1   The Oban, Lorn and the Isles Local Community Planning Group
   held its first meeting on 2nd December 2009. Apologies were
   intimated from Strathclyde Fire and Rescue and from West
   Highland Housing Association. Community Councils in the area
   were represented on an interim basis by David Price of the
   Association of Argyll and Bute Community Councils, and the Third
   Sector was represented, also on an interim basis, by Eleanor
   MacKinnon of the Argyll and Bute Volunteer Centre.

   3.2   The group noted all of the information presented in regard to
   community planning, partnership working and community
   engagement. They further considered statistical information
   provided in regard to identified needs of local communities and
   how this information can be used to develop Area Community
   Plans. The group also discussed the need to ensure appropriate
   and effective representation from community groups onto the local
   group.

   3.3   A sub group has been formed to draft outcomes for a local
   community plan for Oban, Lorn and the Isles, for consideration at
   the next meeting of the Group on 13th January. Thereafter, the draft
   plan will be considered and debated at a Community Seminar to be

held on Wednesday 10th March.

4. CONCLUSION

4.1 The Oban, Lorn and the Isles Group have taken an important first step in progressing the development of the group and the local Community Plan for the area.

For further information contact: Kenneth Macdonald
                                               Area Corporate Services Manager

Telephone   01631 567902