



9 June 2010

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held in the **MID ARGYLL COMMUNITY HOSPITAL, ROOMS JO3, JO5 AND JO7** on **WEDNESDAY, 16 JUNE 2010** at **10:00 AM.**

AGENDA

- 1. WELCOME/APOLOGIES**
- 2. MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 24TH MARCH 2010 - TO FOLLOW(Pages 1 - 10)**
- 3. MATTERS ARISING**
- 4. REAP - (RENEWABLE ENERGY ACTION PLAN) AND PRESENTATION - ROBERT POLLOCK(Pages 11 - 42)**
- 5. DRIVESAFE, OBJECTIVES 2010/2013 - REPORT AND DRAFT AGREEMENT - MOYA INGRAM, DAVID PENMAN, HUGH O'NEIL(Pages 43 - 56)**
- 6. RISK REGISTER - INDEPTH LOOK AT HIGH RISKS - JANE FOWLER - TO FOLLOW**
 - (a) Affordable Housing
 - (b) Overall Economic Outlook
- 7. MENTAL HEALTH SERVICES REDESIGN - UPDATE - DEREK LESLIE(Pages 57 - 64)**
- 8. HIE ECONOMIC REPORT - DOUGLAS COWAN(Pages 65 - 96)**
- 9. CITIZENS' PANEL REPORT - CHRIS CARR(Pages 97 - 98)**
- 10. REVIEWING OUR VISION - JANE FOWLER(Pages 99 - 100)**

- 11. THEMATIC COMMUNITY PLANNING GROUP FEEDBACK**
 - (a) Social Affairs - 28 June - No Report
 - (b) Environment - 27 May (Pages 101 - 102)
 - (c) Economy - 8 June - to follow

- 12. LOCAL AREA COMMUNITY PLANNING GROUPS**
 - (a) Bute and Cowal - 13 May (Pages 103 - 104)
 - (b) MAKI - 5 May (Pages 105 - 106)
 - (c) Helensburgh and Lomond - 18 May (Pages 107 - 108)
 - (d) Oban, Lorn and the Isles - 12 May (Pages 109 - 110)

- 13. SCOTTISH ENTERPRISE ACTIVITY REPORT - NEIL FRANCIS/ BRIAN MCLEISH - TO FOLLOW**

- 14. UPDATED CPP THEMATIC AND LACPG MEETING DATES 2010**(Pages 111 - 114)

- 15. COMMUNITY ENGAGEMENT STRATEGY - ACTION UPDATE - EILEEN WILSON**(Pages 115 - 138)

- 16. ARGYLL & BUTE THIRD SECTOR INTERFACE - ROLE OF TSP AND DEMONSTRATION OF WEB SITE**
 - (a) SUPPORT TO ORGANISATIONS FROM THIRD SECTOR PARTNERSHIP MEMBERS (Pages 139 - 144)
 - (b) THIRD SECTOR PARTNERSHIP TRAINING PROJECT (Pages 145 - 166)

- 17. AOCB**

DATE OF NEXT MEETING: 8 SEPTEMBER 2010 - MID ARGYLL COMMUNITY HOSPITAL

LUNCH - 12.30

CPP EQUALITY AND DIVERSITY GROUP

This group will be meeting at the conclusion of this meeting and will be linking live to the Scottish Rural Equality Network National Conference. Any Partners who wish to say for this are most welcome.

**MINUTES of MEETING of ARGYLL AND BUTE
COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE
held in Oban Fire Station Oban on
Wednesday 24 March 2010**

Present

Jane Fowler	Argyll and Bute Council
Brian Barker	Argyll and Bute Council
Eileen Wilson	Argyll and Bute Council
Mary-Louise Rooney	Argyll and Bute Council
David Penman	Strathclyde Fire and Rescue
Geoff Calvert	Strathclyde Fire and Rescue
Greg McMillan	Strathclyde Fire and Rescue
Douglas Cowan	HIE
Andrew Campbell	Scottish Natural Heritage
Peter Russell	Scottish Government
Derek Leslie	Argyll and Bute CHP
David Price	Association of Argyll and Bute Community Councils
Eleanor MacKinnon	Argyll Voluntary Action /T.S.P
Joe Gribben	Strathclyde Passenger Transport
Moria Paton	N.H.S. Highland
Sheila McLean	LEADER
Deirdre Elrick	Linked Work & Training Trust
Sally Loudon	Argyll and Bute Council (am only)
David Clements	Argyll and Bute Council (am only)
Zarina Naseem	Scottish Government (am only)
Gary Fraser	Scottish Ambulance (am only)
Lorna Elliot	LEADER (pm only)
Morevain Martin	Argyll and Bute Council Community Regeneration (pm only)
Wendy-Louise Smith	Scottish Government (pm only)
Janet Skillen	Bute Community Links (pm only)
Arlene Cullum	Argyll and Bute Council (pm only)
Margaret Fyfe	Argyll and Bute Council (pm only)
Shirley MacLeod	Argyll and Bute Council (pm only)
Martin Turnbull	Argyll and Bute Council (pm only)
Paul White	SCVO (pm only)

In attendance:

Sonya Thomas	Argyll and Bute Council
Jan Brown	Argyll and Bute Council

Apologies:

Jim Mather	SMP Scottish Government
Raymond Park	Strathclyde Police
Keith Phillip	Strathclyde Police
Fiona Logan	Lomond and Trossachs National Park
Tim Grant	Forestry Commission
Anthony Standing	Skills Development Scotland
Malcolm MacFadyen	Argyll and Bute Council

ITEM	DETAIL	ACTION
1.	<p>WELCOME</p> <p>Derek Leslie welcomed everyone to the meeting and noted any apologies for absence.</p>	
2.	<p>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 20 JANUARY 2010</p> <p>The minute of the previous meeting were agreed with the following change.</p> <p>Ag item 7 - Loch Awe Group Association name changed to Loch Awe Safety Committee.</p>	<p>Jan Brown Sonya Thomas</p>
3.	<p>MATTERS ARISING</p> <p>Ag Item 6 - Drive Safe It was decided to take the Drive Safe programme forward. Visit Scotland will liaise with Drive Safe</p> <p>Ag Item 9 - Report by Malcolm MacFadyen Youth Focus, Supporting Youth Participation – Muriel Kupris/ Malcolm MacFadyen – postponed from March meeting to June Management Committee meeting.</p> <p>Action point – Ag item at next MC meeting</p>	
4.	<p>SCOTTISH GOVERNMENT – ZARINA HASEEM</p> <p>Zarina Naseem apologised for Jim Mather being unable to attend and delivered a presentation on Community Engagement and changing the way we think about problem solving. The Minister has been involved with a number of first round meetings with different community groups throughout Scotland and is now involved with the second round with these groups. There are a number of challenges within Argyll but we have the potential for ongoing debate and action planning from these groups.</p> <p>A positive discussion followed the presentation. Partners welcomed the approach and highlighted the need to link Jim Mather’s work with local community engagement activities</p> <p>Action Point - Circulate copy of presentation</p>	<p>Jan Brown / Sonya Thomas</p>

ITEM	DETAIL	ACTION
5.	<p>PUBLIC SECTORS PARTNERS– CPP FINANCE– JANE FOWLER</p> <p>Jane presented a paper on Financial Planning and the possible way forward. Recommendation that an Executive Sub-Group is established which will be able to take action on shared service proposals, to jointly address savings and reduce the impact that service delivery changes might have on communities. The CPP MC should consider how financial and budgetary information is brought to and considered by the partnership. Paper Noted</p> <p>Action Points</p> <ul style="list-style-type: none"> a) Jane to arrange for a small sub-group able to make these decisions b) Ag Item at next MC meeting 	Jane Fowler
6(a)	<p>CPP SCORECARD – DAVID CLEMENTS</p> <p>It was explained that there were still security problems to be overcome before Partners could access Pyramid and action to resolve these is being tested by the NHS</p> <p>A presentation was given explaining thematic scorecards, how the Partners would use Pyramid, how to interpret the results and how Partners will input info into Pyramid.</p> <p>A discussion concluded that the CPP should focus on high level vision and measures and avoid getting drawn into a smaller scale detail. We need to prioritise allowing Partners access to pyramid, agree indicators and report back to the Council.</p> <p>The need to share data more promptly was highlighted.</p>	
6(b)	<p>Work on a timetable is continuing showing high level Strategic reports in due course</p>	
7.	<p>RISK REGISTER – BRIAN BARKER</p> <p>A report was presented on Risks and the assessed level of Risk for the CPP. It was agreed -</p> <ul style="list-style-type: none"> a) that the risk assessment should stay at the same level and b) that they be reviewed every 6 months. <p>It was noted that more time should be spent addressing Risks which are high and continue to be so.</p> <p>It was agreed to look at 2 “High” Risks and mitigating actions in more detail at the next and subsequent meetings.</p> <p>Affordable Housing and one other will be discussed at the next</p>	

ITEM	DETAIL	ACTION
	<p>meeting</p> <p>Action Point - Jane Fowler to decide and monitor which risk to be discussed. Add full review of Risk Register as agenda item for every third meeting</p>	<p>Jane Fowler</p>
8.	<p>HIE ECONOMIC REPORT – DEC 2010 – DOUGLAS COWAN</p> <p>The regular update was presented and the report concluded by noting that the population of Argyll and Bute is falling and will continue to do so. All Partners should be thinking of ways in which we can reverse this trend.</p> <p>Action Point- Next review of Risk Register should consider risks affected by population decline and whether they should be rated High.</p>	<p>All Partners</p>
9	<p>MENTAL HEALTH SERVICES - REDESIGN – DEREK LESLIE</p> <p>The report “Mental Health in Argyll and Bute 2012 – Everyone’s Business” was presented. The 5 Service Redesign groups are approaching milestones in the project. These include the redeployment of staff and buildings, care in the community, reducing bed spaces and redesign of services. It was agreed that Mental Health was everyone’s business and that changes within the service Delivery, looking at whether Community Councils can assist, interfacing with other services and developing local resources need careful consideration.</p>	
10.	<p>SCOTTISH AMBULANCE SERVICE – PRESENTATION BY GARY FRASER</p> <p>The presentation gave an overview of the Scottish Ambulance Service’s performance, challenges and reported on a recent public consultation of Ambulance service performance. Once the analysis has been completed a Draft Strategic Framework will be available for comment on in October after further consultations the Strategy Document will then be published. He then spoke about the vision the Ambulance service has for the future and other local issues.</p> <p>Action Point - Circulate copy of presentation</p>	<p>Jan Brown / Sonya Thomas</p>

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11.	<p>CITIZEN'S PANEL REPORT – AUTUMN – CHRIS CARR</p> <p>Eileen Wilson presented the report and encouraged the Partnership to consider the information contained and to give feedback on how the information was being used (this would help to justify the Citizens Panel).</p> <p>Strathclyde Fire and Rescue stated this was the 3rd or 4th time they had used the panel and had proved invaluable.</p> <p>Partners felt the Ambulance Service could make use of the Citizen Panel in the future e.g. to survey awareness of first responders and to gather more general feedback.</p> <p>Eileen intimated that if anyone wanted to use the Panel, they contact Chris Carr at chris.carr@argyll-bute.gov.uk</p> <p>Partners were encouraged to take the report away and consider how they could use the panel</p> <p>A.V.A. expressed desire to use the panel to monitor progress with questions asked previously.</p> <p>Action Points</p> <ul style="list-style-type: none"> a) Circulate FAQ's on Citizen's Panel to Management Team b) Ag Item at next MC meeting, deadline of 15th May for any reports to be included 	Jan Brown / Sonya Thomas
12.	<p>DRAFT COMMUNITY PLANNING BUDGET 2009/10 – 2010/11- BRIAN BARKER</p> <p>Report noted and Partner contribution levels confirmed by all Partners</p>	All Partners
13.	<p>THEMATIC COMMUNITY PLANNING GROUP FEEDBACK – FEBRUARY 2010</p> <ul style="list-style-type: none"> (a) Social Affairs – Lynn Smillie – 1 February 2010. (b) Environment – Iain Jackson – 25 February 2010. (c) Economy – Shirley MacLeod – 24 February 2010. <p>All papers were noted and during the discussion that followed it was agreed that the membership of the groups should be more balanced and that elected Council Members had a role to play.</p> <p>Overall Community Council meetings have noted encouragement for CPP and LACPGs</p>	

ITEM	DETAIL	ACTION
14.	<p>HIE COMMUNITY ACCOUNT MANAGEMENT PROPOSALS 2010/11 – DOUGLAS COWAN</p> <p>Report noted</p>	
15.	<p>3rd SECTOR INTERFACE AND PARTNERSHIP AGREEMENT – BRIAN BARKER</p> <p>A positive report was presented which showed the potential for the future after what has been a long journey. Proposals go beyond the nominal of the Scottish Government and should ensure better representation and more effective support for third sector organisations CPP agreed the interface proposals</p> <p>Action Points</p> <ul style="list-style-type: none"> a) Inform Scottish Government that the CPP has adopted the Interface Agreement with the third sector. b) All Partners accept the commitments to the CPP and the 3rd Sector Interface and Partnership Agreement 	<p>Eileen Wilson</p> <p>All Partners</p>
16.	<p>CPP EUROPEAN FUNDING PLAN – MARY-LOUISE ROONEY</p> <p>The report was noted. Mary-Louise updated the meeting in that there has been approval for £3 million available for funding - £1.2 million from European Funding for 6 projects but there is a possibility that not all 6 projects will be successful. SF&R. reiterated their offer for the HUBBUS Project to use the Community Fire Stations for events.</p>	
17.	<p>LOCAL AREA COMMUNITY PLANNING GROUP FEEDBACK</p> <ul style="list-style-type: none"> a) Bute and Cowal – 6 March 2010 Shirley MacLeod presented the report. There has been 2 full meetings and a community seminar. The first one was well attended but there were no Community Councils in attendance. The second meeting was attended by 3 Community Councils. Community Seminar took place on the 6th March which gave very good feedback for the Community Plan and would be taken forward in May. Programme was well developed in Bute and Cowal b) MAKI – 3 March 2010 There is still work to be done re representation although 	

ITEM	DETAIL	ACTION
	<p>discussions as to how they link in the needs and the views of collective Community Councils are ongoing. Plan still has gaps although all outcomes have been agreed as has the date for the Community Seminar on the 19th June 2010</p> <p>c) Helensburgh and Lomond – 16th February and 17th March 2010</p> <p>Report submitted and it was noted that that have similar issues as everyone else re attendance and also difficulties in circulating papers.</p> <p>d) Oban, Lorn and the Isles – 10 March 2010</p> <p>Have similar problems, experiencing difficulty in feeding information up and down to representatives. Some of the problems are due to the large area covered - perhaps we should be looking at video conferencing facilities in the area and utilising them more.</p> <p>Overall there needs to be a clear understanding for everyone regarding Service delivery. Early discussion can help mitigate any negative impact.</p> <p>Action Point A list of VC venues with the capacity of each and the cost should be prepared and circulated to all partners</p> <p>e) Draft Area Committee Plans – Eileen Wilson</p> <p>Eileen presented the report which has been put together as one document although all areas are at different stages with changes being made. The Partners accepted the Draft Plan in this format and agreed the use of Pyramid will show greater clarity. Paper noted</p> <p>f) Forward Together – Bute and Cowal LACPG – Shirley Macleod and Martin Turnbull</p> <p>Martin gave the presentation explaining how they overcame barriers which allowed more people to attend the seminars and actively marketed the event which proved to be successful. Martin was commended by the management Team for his hard work and efforts without which the seminar would not have been a success.</p> <p>Community Seminars for the three remaining areas will be held on 15th May in Oban, the 22nd May in Helensburgh and the 19th June in Tarbert. The Bute template will be used for event planning for the other areas</p> <p>g) Better Community Engagement – Wendy-Louise Smith</p> <p>Wendy-Louise's presentation was received well and gave an overview of the Community Empowerment Action Plan which emphasises sharing good practice, communities owing assets, community engagement and empowerment as well as self empowerment.</p>	<p>Jan Brown / Sonya Thomas</p>

ITEM	DETAIL	ACTION
	<p>Action Points</p> <p>a) Wendy-Louise Smith to send Eileen Wilson the e-mail link for the next newsletter</p> <p>b) Circulate copy of presentation</p>	<p>Wendy-Louise Smith Jan Brown / Sonya Thomas</p>
18.	<p>PRINCIPLES OF REPRESENTATION – BRIAN BARKER</p> <p>The 3rd Sector has agreed representation with the interface at this meeting. Many of the issues discussed with the 3rd sector apply to all partners. The principle of representation shows how all Partners' should work with the CPP meetings to ensure proper and effective representation for their organisation and others they represent.</p> <p>Action Point – The Partnership endorsed the paper</p>	<p>All Partners</p>
19.	<p>SUPPORTING VOLUNTARY ACTION IN ARGYLL AND BUTE – PRESENTATION – PAUL WHITE, DIRECTOR OF NETWORKS, SCVO.</p> <p>A presentation was given, giving the background of the SCVO, the aims, projects, the way the organisation has changed and continues to change. The development of projects and organisations. How they have developed a framework to support organisations.</p> <p>The new 3rd sector should be fit for purpose delivering the same services and resources throughout Scotland. They aim to publish the 2010 Public sector manifesto.</p> <p>Action Point – Circulate copy of presentation</p>	<p>Jan Brown / Sonya Thomas</p>
20.	<p>A.O.C.B.</p> <p>a) Jura Ferry – Economic Benefit – Eileen Wilson This is a CPP success where the partnership successfully lobbied for additional funding that helped to create this service. This small amount of funding has had significant benefit to Jura. For every £1 invested it has brought £3 to the local community (£180,000). Funding has been secured for another year.</p> <p>b) Strategic Hosing Forum Update Paper Noted</p> <p>c) Scottish Ferries Review- 22 June 2010 – Council Chambers Kilmory Members were asked to note the date of the meeting and were invited to attend.</p>	

ITEM	DETAIL	ACTION
	<p>d) Remote Service Future Project Toolkit Paper Noted</p> <p>e) S.P.T. – The Chief Executive of SPT would like to address the next Full Partnership Meeting on the 30th June</p> <p>Action Point – Ag Item at next Full Partnership meeting on 30th June 2010</p> <p>f) Volunteer of the Year - Joint Event with Argyll and Bute Council. Nominations to be in by beginning of May. Applications forms available on website www.argyllcommunities.org.uk</p> <p>g) Can any partners email Wendy-Louise Smith Scottish Government if they have any examples for inclusion in her Newsletter.</p>	<p>Jan Brown</p> <p>All Partners</p>
	<p>DATE OF NEXT MEETING</p> <p>16 June 2010 – Mid-Argyll Hospital</p>	

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**Argyll and Bute Community Planning
Partnership****Management Committee
Date: 16 June 2010**argyll and bute
communityplanningpartnership

Title: Argyll and Bute Renewable Energy Action Plan

1. SUMMARY

1.1 Increasingly the renewables sector is being regarded as a key sector within Scotland and with the significant natural renewable resource offered within Argyll and Bute it has the potential to be a source of significant future sustainable economic growth for our businesses and communities. However, in order to achieve this outcome, there is a need for co-ordinated partner action at the local and national levels. The REAP, which is still in draft form, has been developed from a key action in the Argyll and Bute Community Plan 2009-2013 in order to facilitate this co-ordinated partnership approach.

2. RECOMMENDATIONS

2.1 That the management Committee given consideration to the draft REAP document and advise as to any comments or changes that they would wish to see incorporated prior to the REAP going before the Council and then the Community Planning Partnership for full approval and adoption.

3. BACKGROUND

3.1 The development of the Argyll and Bute Renewable Energy Action Plan (REAP) is a key action in the Argyll and Bute Community Planning document. The future role of renewables is recognised in both the economy and environment section of the Community Plan and therein is seen as a priority over the life of the Plan. The Council and Highlands and Islands Enterprise are identified as the lead partners in the development of the REAP and have therefore lead its development to date in close consultation with national and local partners. The process of consultation has included a joint meeting of the Economy and Environment Community Planning Thematic Groups.

3.2 The Renewable Energy Action Plan (REAP), seeks to provide a co-ordinating framework for action and is centred round the three 'C's' themes of:

- **Connected** Argyll and Bute;
- **Competitive** Argyll and Bute;

- **Collaborative Argyll and Bute.**

REAP sets out the key actions required to further develop the renewable energy sectors currently present in Argyll and Bute and to take advantage of the significant opportunities being offered by the rapidly evolving marine and off shore wind renewable sector. The priorities and related actions for renewable energy development are grouped under the three “C”s as noted above.

3.3 The plan covers the period 2010 to 2013 and will be reviewed annually. It is anticipated that the Argyll and Bute Renewables Alliance (ABRA), which is proposed as a key outcome from the REAP, will bring together key national and local partners, and will be pivotal in overseeing the implementation and shaping of the strategic actions in the REAP. A number of the success measures of the plan will be further refined once the ABRA has been established and responsibilities allocated.

3.4 The Community Planning Partnership itself will be key to the success of the REAP and to overseeing the delivery of the actions in the Plan

4. CONCLUSION

4.1 The Renewable Energy sector has the potential to fundamentally and positively transform the economy and communities of Argyll and Bute. However, in order to achieve this outcome, there is a need for co-ordinated partner action at the local and national levels. The REAP has been developed to facilitate this process.

For further information contact: Audrey Martin, Argyll and Bute Council

Telephone 01546 604180

Initial DRAFT

Argyll and Bute Renewable Energy Action Plan – 2010 to 2013

Powering Scotland's Future

1. Our Vision, Approach and Priorities

The Renewable Energy Action Plan has been developed to assist Argyll and Bute's Community Planning Partners to realise their vision for the development of the renewable energy sector. The vision is:

“Argyll and Bute will be at the heart of renewable energy development in Scotland by taking full advantage of its unique and significant mix of indigenous renewable resources and maximising the opportunities for sustainable economic growth for the benefit of its communities and Scotland.”

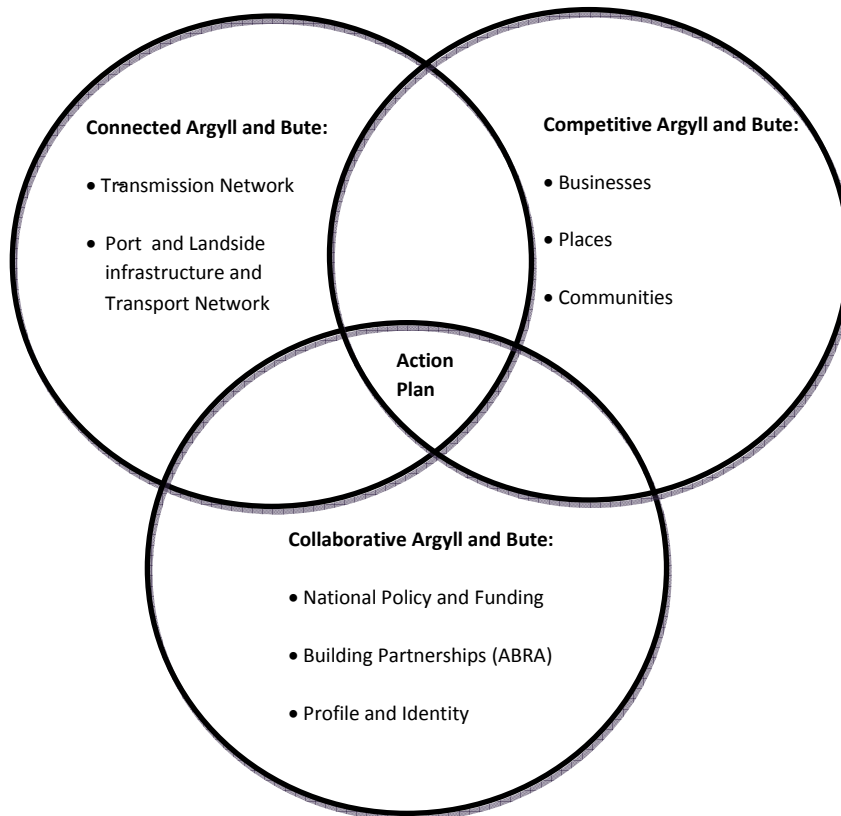
Given Argyll and Bute's significant and distinguished track record of pioneering and delivering renewable energy projects, we are well placed to respond to the pressing timelines for the development of this industry and take advantage of the economic opportunities being offered from renewable energy.

The Renewable Energy Action Plan (REAP), which provides a co-ordinating framework for action, is centred round the three 'C's themes of:

- **Connected** Argyll and Bute;
- **Competitive** Argyll and Bute;
- **Collaborative** Argyll and Bute.

REAP sets out the key actions required to further develop the renewable energy sectors currently present in Argyll and Bute and to take advantage of the significant opportunities being offered by the rapidly evolving marine and off shore wind renewable sector. Our priorities and related actions for renewable energy development are grouped under the three "C"s as noted above. Figure 1.1 highlights the framework within which the REAP has been developed.

Figure 1.1 Framework for Renewable Energy Action Plan



This is an exciting time within the renewable energy sector. The pace of change is rapid and collaboration is critical to securing the implementation of the actions we have identified in the Plan. Argyll and Bute cannot achieve our objectives in isolation and a partnership approach at both the local and national levels is at the heart of the Action Plan.

REAP will be reviewed annually to reflect progress and to ensure that it remains relevant at the local, national, EU and international level.

In order to facilitate focus, we have identified the top four renewable energy development priorities for Argyll and Bute 2010 – 2013; these are:

1. **Secure related benefits for the communities** of Argyll and Bute, including the more peripheral, remote and economically fragile communities, and develop the industry in a manner that promotes long

term sustainability and recognises the need for co-existence with other economic activities, our outstanding environment and our communities

2. **Work with partners to secure capacity within the transmission network** - unlock the future potential of our considerable renewable energy assets and provide confidence to investors and address grid charging regime issues
3. **Prioritise supporting physical and transport infrastructure investment** for the growth of the renewable sector – e.g. build on the £50 million committed public and private sector investment in Campbeltown / Machrihanish to make it a nationally important renewable energy hub, in terms of renewables related manufacturing, installation and maintenance.
4. **Secure wider sustainable economic benefits** – attract investment (Skykon Campbeltown Ltd demonstrates the area’s attractiveness to private investors), strengthen supply chain opportunities, focus on innovation ,create business and employment opportunities by ensuring a supportive “can-do” culture amongst public sector partners and the development of appropriate skills in the workforce

2. Argyll and Bute’s Role

Community planning partners recognise the importance of securing a mix of renewable technologies in order to maximise the delivery of sustainable economic and social benefit for our communities, to deliver on Government targets and achieve security of supply. Whilst hydro and on shore wind have been the dominant renewable technologies in recent years we are aware of the opportunities being offered in the emerging off shore, marine and biomass sectors. Argyll and Bute wants to be well placed to take advantage of any future opportunities.

In order to secure this we realise the importance of ensuring that:

- we have in place an **enabling framework**,
- we are all **working to achieve our strategic vision**
- our **resources are aligned** accordingly and
- we **build an identity and profile** for our area based on our vision.

There is no doubt that as an area, Argyll and Bute (Scotland’s second largest local authority area), has a huge indigenous renewable resource of hydro, wind, wave, tidal, biomass and geothermal. The table below notes some of the key facts about our unique and significant mix of resources.

- We have an incredible indented coastline some 3,700km long, with its maze of islands, lochs and peninsulas and tidal rushes all offering

significant opportunity for tidal stream development.

- Our exposed western edges have some of the most dynamic wave actions in Europe making us a prime candidate for future calls by the Crown Estate for exclusivity rights for both wave and tidal development.
- We have the LIMPET, located at Portnahaven on the Island of Islay, the first commercial wave-driven power station in the world supplying renewable energy to the grid.
- We have a significant wind resource both on shore and off shore which has resulted in the recent announcement, by the Crown Estate, of “exclusivity agreements” for three sites of the coast of Argyll as part of the off shore wind developments within Scottish Territorial Waters. This includes the Argyll Array off the coast of Tiree which is the largest in Round 2 covering an area of approx 361.00 kmsq having a capacity up to 1,500MW equating to 200+ turbines.
- We have seven operational wind farms across the area generating just under 100MW with planning approval for a further three.
- We have approximately 10% of the total UK coniferous plantation and hence high volumes of uneconomic brush and small round woods
- We have a developing biomass sector and an indigenous industry growing up around it and twenty five operational biomass plants.
- We have a significant resource of water for hydro both micro and large scale.

Argyll and Bute has a unique contribution to make to the future provision of renewable energy in Scotland and the UK, building on our long tradition of generating electricity from hydro. This taken with more recent on shore wind farm developments makes the area a net exporter of renewable energy.

Argyll and Bute Community Planning Partners are well aware of the role that we have to play in assisting the EU, UK and the Scottish Government in meeting their renewable energy targets and in reducing carbon dioxide emissions in line with the Scottish Governments target of 80% reduction by 2050.

We understand the importance of ensuring that there is a mix of renewable technologies and the need to protect our unique environment whilst at the same time securing economic benefit for our communities.

We recognise the importance of maintaining the reliability of energy supplies in light of uncertain world energy markets and rising oil and gas prices. REAP is predicated on the need to: sustainably harness our abundant local natural resources in order to contribute to a diverse, secure and sustainable energy supply for our communities and businesses; to assist in reducing the growing impact from climate change; and to secure sustainable economic growth.

3. Strategic Context

REAP has not been developed in isolation but reflects and promotes renewable energy development ambitions which are being pursued at the International, European, UK and Scottish levels. In addition the economic opportunities offered

through renewable energy development have been identified as a priority in Argyll and Bute Council's Corporate Plan 2009-2012, the Argyll and Bute Community Plan 2009-2013, the Economic Development Action Plan 2010 – 2013 and Single Outcome Agreement (SOA). Renewable energy policies, opportunities and targets are also identified in the Argyll and Bute Development Plan, the Draft Woodland and Forestry Strategy, the recently adopted Carbon Management Plan and the Scottish Local Authority Climate Change Declaration.

Scottish Policy Context

At a national level, the Scottish Government Economic Strategy (GES) identifies energy as a priority sector to help achieve the Government's central purpose of sustainable economic growth. Within this sector renewable energy offers opportunities for significant growth, while also contributing to carbon emission reduction.

The Climate Change (Scotland) Act 2009 received Royal Assent in August 2009 and is the most far reaching environmental legislation passed by the Scottish Parliament since devolution. It commits Scotland to ambitious targets for emissions reduction with a target of 80% reduction by 2050. The Scottish Government's performance framework supports this with a commitment to 50% of Scottish electricity gross consumption coming from renewable sources by 2020. The Scottish Government has also proposed that 20% of all energy use (not just electricity) comes from renewable sources by 2020, in line with EU wide targets, and above the UK target of 15%.

The vision for renewable energy development in Argyll and Bute contributes to and fits with the Scottish Government Renewable Action Plan June 2009 key objectives of:

- Establishing Scotland as a UK and EU leader in the field
- Ensuring maximum returns for our domestic economy; and
- Meeting our target for renewable energy, and for emissions reductions, to 2020 and beyond

REAP also adheres to the latest Scottish Government Economic Recovery Programme, October 2009, the National Transport Strategy (2007-2010), National Planning Framework 2 (2007) and associated Action Programme.

European Policy Context

The EU Directive on the Promotion of the Use of Electricity from Renewable Energy, also called the European Renewables Directive, seeks to address "the dual objective of increased security of supply and reduced greenhouse gas emissions". It establishes an overall binding target of a 20% share of renewable energy sources (including heating, transport and electricity) in energy

consumption to be achieved by each Member State, as well as binding national targets by 2020 in line with the overall EU target of 20%. Each Member State target is based on their existing renewable generation, their GDP and a flat-rate increase for all. The UK's target is 15%. These targets apply to the Member States' final energy consumption; earlier EU legislation and the UK's domestic renewables targets were concerned with electricity generation alone.

The Action Plan aligns with the EU's recognition that we need to further promote renewable energy given that its exploitation contributes to:

- climate change mitigation through the reduction of greenhouse gas emissions,
- sustainable development,
- security of supply and
- development of a knowledge based industry creating jobs, economic growth, competitiveness and regional and rural development.

The EU Energy Policy presents Scotland and Argyll and Bute with the opportunity to capitalise on our natural resource.

Global Context

The **Kyoto Protocol** is a protocol to the United Nations Framework Convention on Climate Change (UNFCCC or FCCC), aimed at combating global warming. The Protocol was initially adopted on 11 December 1997 in Kyoto, Japan and entered into force on 16 February 2005. As of November 2009, 187 states have signed and ratified the protocol. The target agreed upon was an average reduction of 5.2% from 1990 levels by the year 2012.

The five principal concepts of the Kyoto Protocol are:

- commitments to reduce greenhouse gases that are legally binding for annex I countries, as well as general commitments for all member countries;
- implementation to meet the Protocol objectives, to prepare policies and measures which reduce greenhouse gases; increasing absorption of these gases and use all mechanisms available, such as joint implementation, clean development mechanism and emissions trading; being rewarded with credits which allow more greenhouse gas emissions at home;
- minimizing impacts on developing countries by establishing an adaptation fund for climate change;
- accounting, reporting and review to ensure the integrity of the Protocol;
- compliance by establishing a compliance committee to enforce commitment to the Protocol

At the United Nations Climate Change Conference in Copenhagen on the 19 December 2009 the **Copenhagen Accord** was agreed by a group representing 49

developed and developing countries that together account for over 80% of global emissions. The Accord:

- endorses the limit of two degrees warming as the benchmark for global progress on climate change;
- secures agreement from developed, and also all leading developing countries, to make specific commitments to tackle emissions, to be lodged in the agreement by 31 January 2010.
- all countries have signed up to comprehensive measurement, reporting and verification of progress;
- secures significant commitments by the rich world to developing countries. This includes fast start finance worth 10bn dollars a year by 2012 – with a total of up to 2.4 billion dollars from the UK – and specific support to tackle deforestation. In the longer term, the Accord supported the goal of 100bn dollars a year of public and private finance for developing countries by 2020.

REAP will aim to assist in helping the international community and the UK to achieve its targets.

4. Argyll and Bute's Competitive Advantage

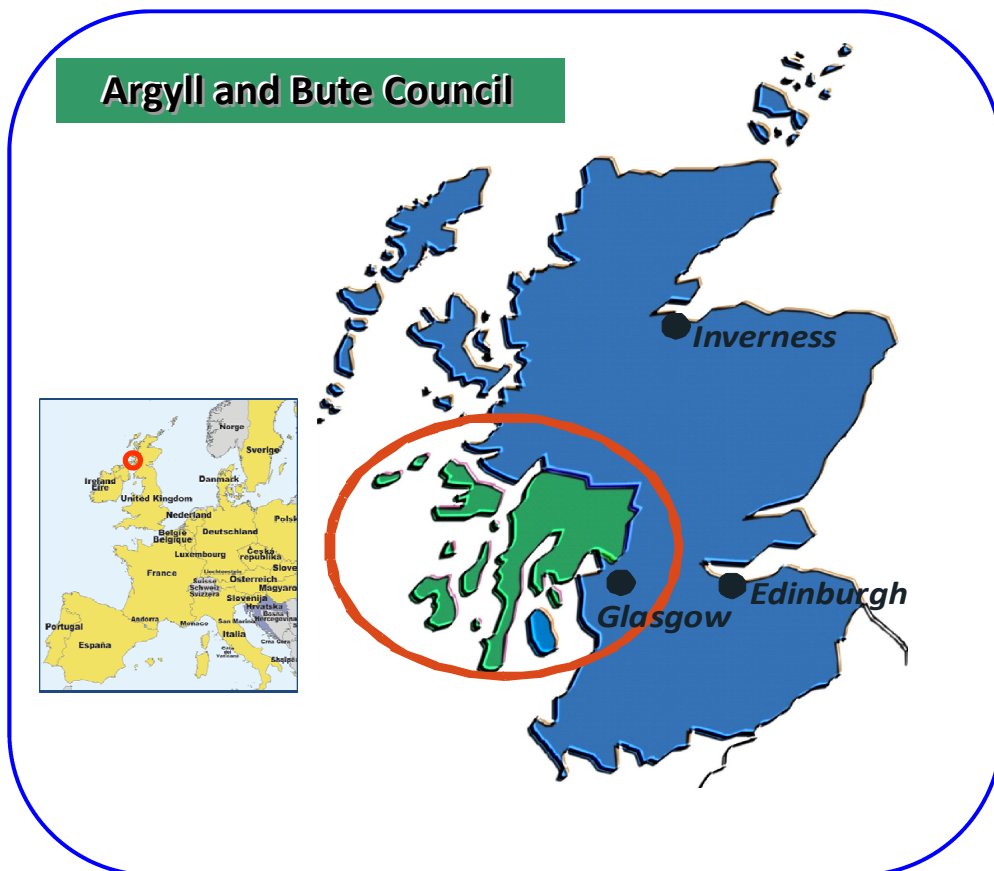


Figure 1.2: Argyll and Bute within EU/UK/Scotland

Argyll and Bute, Scotland's second largest local authority area, possesses a range of factors of competitive advantage that when taken in their entirety makes it a unique local economy that can play a central role in establishing Scotland as a UK and EU Leader in the renewable field, providing long-term sustainable economic growth and security of supply. The factors of competitive advantage include:

- A unique and significant mix of **renewable resources and renewable technologies** that could power every home in Scotland – see next section for further details.
- A world-class **track record of innovation** in renewable energy, for example-
 - Cruachan hydro-electric scheme, one of only four pump storage power stations in the UK capable of generating 400 megawatts
 - The Limpet, the world's first commercial wave power energy scheme at Portnahaven, Islay,
 - one of Scotland's first large-scale commercial windfarm development,
 - Isle of Gigha Dancing Ladies (a development of three wind turbines linked to the community's purchase of the island and its sustainable economic future),
 - pioneering approach to Community Windfarm Trust Funds; Strategic Concordats with windfarm developers.
- Key infrastructure, harbours, ports and airports, for "**opening up**" the **Irish Sea and Western Seaboard** for offshore renewable;
- £50 million public and private sector committed investment in **Campbeltown / Machrihanish** in order to make it a national renewable energy hub, in terms of renewable related manufacturing, installation and maintenance.
- **Communities** which recognise the benefits of renewables in regard to their sustainability and who are **willing to embrace the opportunities** presented.
- **The Scottish Association for Marine Science (SAMS)**, Dunstaffnage, Oban – one of the leading oceanographic institutions in the world, delivering pioneering projects such as **The Sustainable Fuels from Marine Biomass** project, **BioMara**, which aims to demonstrate the feasibility and viability of producing third generation biofuels from marine biomass.
- Much of the area is **close to the Central Belt of Scotland and Ireland** (ideally positioned for supply of electricity to large urban areas and to provide on shore infrastructure facilities to service the marine renewable industry).
- A **culture of collaboration** with local and national partners e.g. partner working between Highlands and Islands Enterprise, Scottish Development International and Argyll and Bute Council delivered the Welcon Towers

inward investment; the Council has innovative concordats with major power companies, such as Scottish Power Renewables and Scottish and Southern Electricity to ensure successful, sustainable utilisation of the area's renewable energy assets; the Council works with other local authorities and key partners through the Highlands and Islands Transmission Network.

- A ***track record of making things happen*** e.g. pioneered on-shore wind development; the development of a strong and diversifying Biomass industry; creating innovative delivery mechanisms between public and private sectors; establishing seven community benefit trust funds that will generate c. £xm of community benefits over the next twenty five years
- **Proactive and forward looking Third Sector** – The area is home to Argyll, Lomond and the Isles Energy Agency, Allenergy, an Energy Management Agency promoting wise energy management and supporting community and business initiatives in renewable energy. We have proactive and forward thinking community groups and businesses seeking to develop renewable energy opportunities for their longer term sustainability. An example of this is Argyll Renewables Communities (“ARC”) Consortium. This involves the community-owned Islay and Kintyre Energy Trusts and the Tiree Community Development Trust coming together to objectively identify the impacts, both positive and negative, on their local communities of offshore wind and marine energy exploitation.

5. Our Abundance of Renewable Resources

As noted, the area has a unique and significant mix of indigenous renewable resources. The map and following section details the current diversity of Argyll and Bute's renewable resource and associated technologies and its proximity to the Central Belt, the West Atlantic and the Irish Sea. The area has a notable track record of working with a range of renewable resources, technologies and partners and delivering tangible and sustainable projects on the ground for the benefit of Argyll and Bute and Scotland. It is on this track record that we want to build our renewable future.

The focus in this section is on the main technologies of wind, both off shore and on shore, wave and tidal, hydro and biomass. We are well aware that there are also opportunities in small scale micro renewable development, solar, bio fuels and hydrogen and that these also offer opportunities for the future.

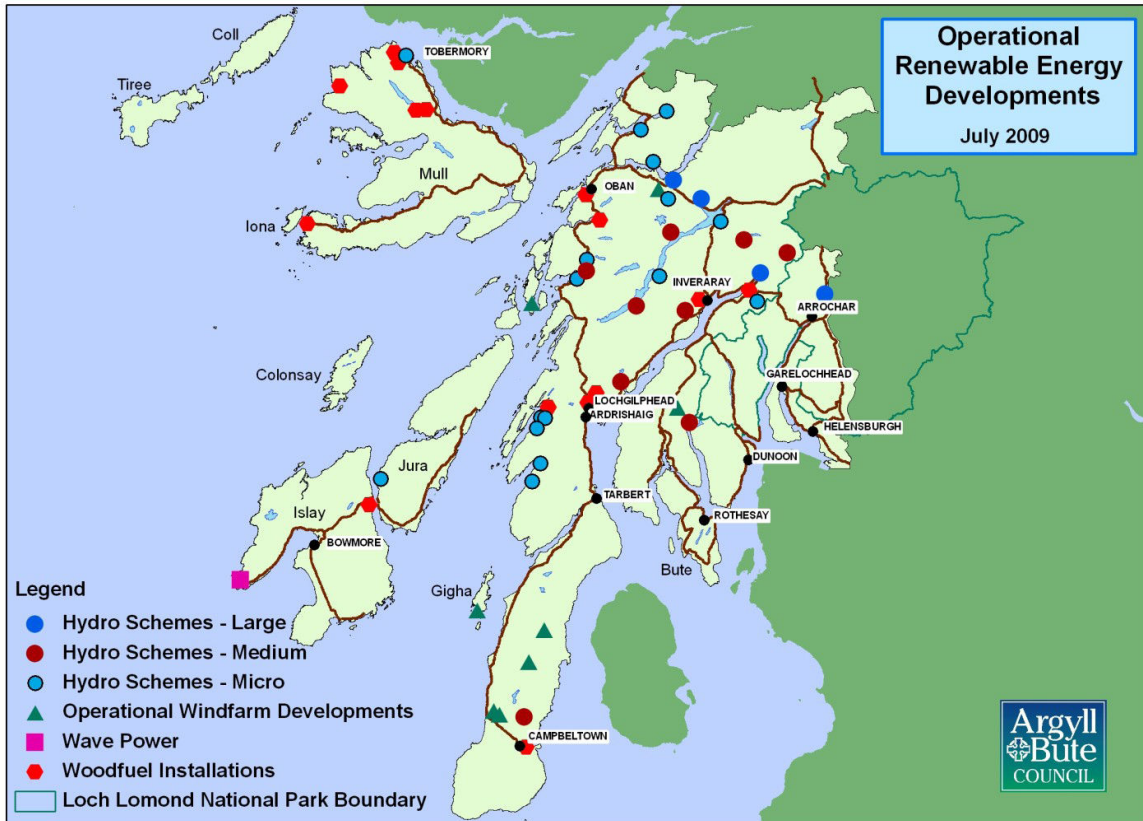


Figure 1.3: Operational Renewable Energy Developments within Argyll – July 2009 Figure 1.4: (To be Updated)

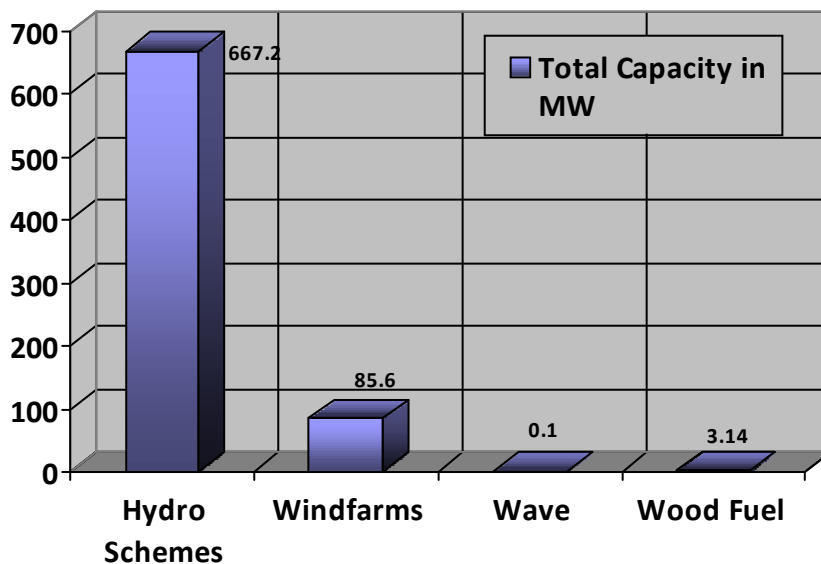


Figure 1.4 Renewable Energy Generation Capacity (MW) in Argyll and Bute – July 2009 (Table showing breakdown by sector and MW) (To be updated)

Onshore Wind

Argyll and Bute has a long history of onshore wind farm development. Onshore wind is one of the more established renewable technologies and currently makes up about

half of all renewable installed capacity in Scotland. In Argyll and Bute we have a total of 7 operational windfarms totalling just under 90MW of generating renewable energy capacity. Argyll and Bute saw the construction of

- one of the first wind farms in Scotland at Carn Gaibhre Taynuilt in 1999,
- the development of Beinn an Tuirc Windfarm, which, when approved was the largest wind farm in terms of generated power in the UK, generating 30MW from 46 turbines.

In addition there are a number of windfarm developments which have received planning consent but which as yet are not operational. The main reason for this has been the lack of grid capacity.

Marine - Offshore Wind

This is an emerging sector and one which is considered will be a key policy focus in the short to medium term. There is a recognition that with this emerging sector there could be significant opportunities for manufacturing, construction, installation and maintenance. The Crown Estate recently announced the granting of 10 “exclusivity agreements” for off shore wind developments within Scottish Territorial Waters (STW). Three of these sites are within the Argyll and Bute area, located to the west of Machrihanish, Islay and Tiree. These sites are of a significant scale with the site off Tiree, referred to as the Argyll Array, being the largest covering an area of approx 361.00 kmsq having a capacity up to 1,500MW equating to 200+ turbines. The sites are at a very early stage as regards investigating the feasibility of their development however there is no doubt as to the opportunities offered should these go ahead.

Marine – Wave and Tidal

The Marine Energy Group believe that 10% of Scotland’s electricity production can come from marine resources with the opportunity for 7000 direct jobs being created in a diverse marine industry in Scotland. As sea power is more predictable than wind power it is thought that harnessing the oceans could be a major step forward in the development of sustainable energies. Many believe that Scotland is poised to become a world leader in the marine energy market. Work undertaken recently has highlighted that the west coast of Argyll, and in particular the area around Islay for tidal development, offer some of the best wave and tidal resource within Scotland. It is imperative that we are in a position to take advantage of this. Whilst it is recognised that wave and tidal development are still at an early stages as regards their commercial development, the Government recognises that Scotland could be a world leader in this field.

In 2000 we saw the installation of the LIMPET, located at Portnahaven on the Island of Islay, the first commercial wave-driven power station in the world supplying renewable energy to the grid.

Scottish Power Renewables is currently developing a proposal for a small scale tidal development in the Sound of Islay. The proposal relates to the installation of 10 x 1 MW tidal devices on the seabed of the Sound. This is one of three tidal projects being developed by Scottish Power Renewables (SPR), the other two being in the Pentland Firth and the Antrim Coast. The aim is for installation in 2011. As part of the Islay project SPR have employed a full time project officer based on the island and working with the Islay Energy Trust. The purpose of the post is to ensure that there is close liaison and consultation with the local community in the development of this project. This is a model that may be rolled out in the development of future renewable projects.

Hydro

Argyll and Bute has a long history of Hydro development starting with the construction of the Cruachan hydro electric power station in 1966, one of only four pump storage power stations in the UK capable of generating 400 megawatts. Hydroelectricity is Scotland's single largest source of renewable energy and currently makes up some 50% of all renewables installed capacity. This, when taken with growing concerns over climate change and carbon emissions, makes plants like Cruachan even more crucial sources of power than they were forty years ago. Cruachan power station can go from standby to full production in two minutes: generating 440 mega watts, around a third of Scotland's total monthly hydroelectric energy, enough electricity to supply a city the size of Dundee. Pump storage schemes can help with grid balancing solutions as they can respond to demand.

In addition to the large scale pump storage scheme at Cruachan we also have a significant numbers of small and micro scale hydro schemes and there is now doubt that there is opportunity for future hydro development. A Scottish hydro report published in September 2008 estimated the commercially viable potential resource of hydro in Scotland to be 657 MW. The revised financially viable resource is estimated at 1,204 MW of potential installed capacity, across 7,043 schemes.

It is anticipated that the majority of future hydro electric development in Argyll and Bute will be concentrated on small and micro scale hydro development but this can still bring significant benefits to communities, landowners and businesses .

Biomass

Argyll and Bute has approximately 10% of the total UK coniferous plantation and hence high volumes of uneconomic brash and small round woods. Biomass is a particularly beneficial form of renewable energy because of the numerous economic and environmental benefits, which it generates within the immediate area. It utilises a local resource, reduces the export of that resource out with the area, reduces the impact on our road network, increases local employment and business opportunities through harvesting, storage, delivery, and system management, has minimal environmental impact and reduces Carbon Dioxide emissions.

Biomass delivers the majority of renewable heat and will continue to do this in the short to medium term although the heat pump and solar markets will also assist.

Already in Argyll and Bute we have a wide range of communities and household developments benefiting from this sector. More recently we have seen the rapid development of the Biomass sector through the installation of wood fuel heating systems throughout the area. We have the award winning automated woodfuel installation at Whitegates, Lochgilphead, a housing association (Fyne Homes) development consisting of 52 homes, and the Mid Argyll Swimming Pool heated by a 200kw woodfuel boiler. There is the 100KW woodfuel community energy heating installations at the new Fyne Homes Housing development in Campbeltown heating 14 flats. We also have the award winning £7 million Campbeltown Community Facility known as Aqualibrium which is heated by a 350KW woodfuel boiler.

6. Argyll and Bute SWOT

Sustainable objectives need to be at the heart of our priorities and actions to ensure that we achieve a win/win scenario for our area and we balance the development of the renewable industry with other key sectors, our natural environment and the needs and aspirations of our communities. The SWOT Analysis detailed in the table below identifies the strength, weaknesses, opportunities and threats that we need to be aware of and take into account in the development of the renewable energy sector in Argyll and Bute. We are aware that there is a significant marine resource in our area. We want to ensure that we harness this in a sustainable manner to secure maximum benefits in respect of manufacturing, jobs, construction, servicing, R & D and community benefit. However, we also need to give consideration to our natural environment which is also a significant economic resource. It is all about balance and ensuring that we do not develop one sector to the detriment of the other. This is not always easy to achieve.

DRAFT SWOT Analysis – Renewable Energy

<p>Strengths:</p> <ul style="list-style-type: none"> • significant natural resources of wind, water, wave, tidal and trees for biomass • long and proven track record of renewable development and delivering successful renewable projects • a distinguished record of pioneering innovation - e.g. first large commercial wind farms, Biomara project, Wavegen and the Isle of Gigha Dancing Ladies • already contributing to Scottish, UK, EU and international targets on climate change – the area is a net exporter of power and is well positioned to up-scale massively • significant investment in infrastructure to service the renewable industry – £50m committed by private and public sectors in Campbeltown/ Machrihanish • much of the area is in close proximity to Central Belt and the Irish Sea, major urban centres and energy markets • strong public sector partnerships between Scottish Government, HIE, Crown Estate, Scottish Natural Heritage and local authorities • strong local networks promoting renewable energy and energy efficiency(private, public and third sector e.g. Alienergy, Islay Energy Trust) • planning support through policy and processing • communities using renewable energy development to secure their sustainability – Community Wind Farm Trust Funds, Gigha Dancing Ladies, ARC • higher than average levels of self-employment, entrepreneurial spirit • high levels of educational attainment 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • constraints as a result of limited grid capacity and charging regime • sub-optimal connectivity in terms of transport (e.g. poor trunk road network, lack of integrated public transport networks • lack of distinct regional Argyll and Bute identity and limited national awareness of area and its significant attributes • inadequate skills base to service the needs of the emerging marine renewable sector • demographic issues: ageing population with less people of working age • lack of supply chain opportunities • current reliance of local economy on low skills and low pay • remoteness and fragile island-based communities – cost of service higher and delivery options reduced and lack of economies of scale • lack of capacity of communities in terms of utilities, services, infrastructure and housing to “scale-up” quickly and fully exploit economic opportunities • insufficient investment in identifying and capitalising on development opportunities
<p>Opportunities:</p> <ul style="list-style-type: none"> • wide range of sources of renewable energy, off-shore and on-shore that can create jobs and enterprises and attract investment • proximity to major urban centres reduces grid / transmission costs • Campbeltown/Machrihanish becomes a national hub for renewables manufacturing, installation and maintenance • distribution of benefits from renewables through community ownership schemes and community benefit funds and partnership working to develop infrastructure • develop highly skilled, high value jobs and a skills base that is world-class • greater career opportunities to retain young economically active population • review of local development plan from 2010 ensure that planning regime promotes the industry’s development and the requisite infrastructure needs including industrial and housing allocations • build on track record of world-class innovation – e.g. SAMS one of the UK’s leading and one of the oldest oceanographic institutions in the world delivering innovative projects such as Biomara • build on entrepreneurial spirit and develop new business opportunities • create vibrant dynamic communities that have a reputation for a high quality of life and that can attract entrepreneurs, investors and the economically active • links to Northern Ireland and Ireland and opening up of the western seaboard 	<p>Threats:</p> <ul style="list-style-type: none"> • national policy overlooks significant renewable energy opportunities of the area e.g. does not conserve required grid infrastructure • lack of joined up government at the local and national levels • deteriorating road infrastructure (e.g. A83, A82, A85, A816) and connectivity • communities do not benefit from the development of the renewable energy industry and feel excluded from the benefits and the development process • lack of expedient planning policy/process e.g. energy generation schemes and local development plan/planning process creates tensions • Lack of available workforce due to ageing population - young people and those of working age leave the area • current economic recession makes it difficult to deliver sustainable economic growth and limits investment in infrastructure, businesses and industries • Availability of public investment to address insufficient capacity (skills, housing, transport, utilities) to facilitate step change • other areas are prioritised in terms of national focus on renewable energy at the expense of Argyll and Bute • adverse impact on our environment as a consequence of renewable development • CPP does not work towards a cohesive vision not align resources • Servicing provided from outwith the area

7. Benefits for Argyll and Bute, Scotland, UK, Europe and International community

The economic benefits accruing from the development of the renewable energy sector in Argyll and Bute will take place at the local, Scottish, UK, European and international levels and will be quantitative and qualitative. The priorities in **Section 8** provide more detail on measures of success.

Overall Benefits from Renewable Energy Development

Benefits: Renewable Energy		
Argyll and Bute	Scotland	UK/European/Global
<ul style="list-style-type: none"> • Significant driver of economic development that creates higher value jobs and incomes. • community benefit funds that promote local development and sustainable economic benefit. • private and public inward investment • new and growing enterprises. • creates a hub/centre for renewable development in Scotland - Machrihanish/Campbeltown • reduction in economic inactivity and poverty. • a more sustainable demographic structure. • sustainable economic benefits across our area and especially in more peripheral, remote and fragile communities • economic benefits to businesses and households through the generation and consumption of renewable heat and electricity. • Improved transport infrastructure and connectivity 	<ul style="list-style-type: none"> • unique contribution to the future provision of renewable energy in Scotland due to diversity and scale of resource and proximity to Central Belt • assist the Scottish Government and the UK Government in meeting their renewable energy targets by 2020 (EU) and in reducing carbon dioxide emissions in line with the Government's targets of 80% by 2050 • ensure future energy security • establish Scotland as a UK and EU Leader in the field of renewable • maximise returns for Scotland's domestic economy • provide energy security • net contributor to Scotland's prosperity 	<ul style="list-style-type: none"> • assist at the EU and international level to achieve the key target of 20% of EU energy consumption to come from renewable resources by 2020 as outlined in the European Renewable Energy Directive. • assist in the achievement of the Kyoto Protocol (global) i.e. reduction of greenhouse gas emissions by 8% from 1990 levels by 2008-2012 and the Copenhagen Accord which endorses the limit of two degrees warming as the benchmark for global progress on climate change • ensure future energy security

8 The Three 'C's of the Action Plan: Connected, Competitive and Collaborative

Theme A - Connected Argyll and Bute

This theme relates to the **infrastructure** priorities for Argyll and Bute Council:

- identify and prioritise **infrastructure** investment and **connectivity** that facilitates growth within the Renewable Energy Sector , primarily:
 - Transmission network – capacity and charging. Lack of capacity is a significant barrier to the development of the renewable energy sector in Argyll and Bute.
 - Port and landside infrastructure, including transport network infrastructure, for manufacturing, construction and operations and maintenance of the existing renewable technologies and the emerging marine renewable sector including off shore wind, wave and tidal – provision of an enabling framework that is pro-investment and business friendly is key.

One of the principal barriers to the development of the renewable sector in Argyll and Bute is the problems experienced by renewable generators in gaining access to the electricity grid. We believe that renewable generators should be allowed to connect to the grid ahead of grid capacity upgrades. We support the UK Government proposals to move to a connected and managed transmission access policy where costs are fully socialised.

We want to work with key partners to secure prioritised sustainable energy generation but still recognise the need to protect the consumer. In addition the issues relating to the grid charging regimes need to be addressed as this is unfairly discriminating against rural and island areas such as Argyll and Bute.

We recognise and will work with key partners to develop plans/actions to capitalise on the introduction in 2010/11 of Feed-in Tariffs/Renewable Heat Incentives which will provide financial incentives to generators of renewable electricity without necessarily requiring

The provision of an enabling framework to secure the delivery of the requirements of the renewables industry is also imperative if we are to make the most of our competitive advantage. This includes the provision of a positive planning and policy regime.

Theme – Connected Argyll and Bute, 2010/2013					
Objectives: Ensure that there is sufficient capacity built into the transmission network to allow us to realise our full renewable energy potential; Address issues relating to the charging regime and secure investment to allow the necessary infrastructure improvements and investment to be undertaken.					
Infrastructure: Transmission network					
Ref	Outcome	Actions to achieve outcome	Success measures/KPIs (still to be quantified)	Lead body	Risks/ risk rating
			2010 - 2013		
	National Government and ofgem commit to required grid capacity upgrade to unlock area's renewable potential in both the short, medium and long term,	Work with National Grid, Ofgem, UK Government and EU on grid capacity issues to ensure short, medium and long term requirements are met Work with HIE, HITN, SSE and SG to secure the development of the grid and to make the case to Ofgem to secure the delivery of the proposed Hunterston to Carradale sub sea cable link as detailed in the NPF2 Action Programme.	Structured plan of partner engagement implemented	HIE through HITN	Argyll and Bute cannot realise its renewable potential and potential investors go elsewhere. Do not make an optimal contribution to the GES, RAP and Climate change targets
	National Government through Ofgem and Nationalgrid commit to addressing the issue of transmission charging	Work with Ofgem, National Grid, UK Government and EU Work with SG, HIE and HITN to ensure that transmission charging does not discriminate against development in our area or act as a barrier to development.	As above	HIE through HITN	Argyll and Bute cannot realise its renewables potential and investors in the renewable field go elsewhere. Do not make an optimal contribution to the GES, RAP and Climate Change targets

Infrastructure: Port and landside infrastructure, including transport network					
	Outcome	Actions to achieve outcome	Success measures/KPIs (still to be quantified)	Lead body	Risks/ risk rating
	Provision of port and landside Infrastructure improvements and provisions including ports harbours and roads, that will generate investor interest and stimulate economic development and assist in securing Argyll and Bute's position as a renewable energy hub	Work with HIE, SG, SE, SDI and potential developers to identify and prioritise infrastructure requirements (manufacturing, construction and downstream business/industry locations) investment required in A&B that facilitates the growth of the renewable energy industry	Machrihanish/ Campbeltown included as one of the key locations in the first wave of sites in the SG National Renewable Infrastructure Plan (NRIP)	HIE	Argyll and Bute cannot realise its potential as regards renewables and potential investors in the renewable field go elsewhere. Do not make an optimal contribution to the GES, RAP and Climate Change targets
		Work with national agencies and government to secure the recognition of Machrihanish/Campbeltown as a key manufacturing, construction, maintenance location for the renewable industry		HIE/ABC	
		Clear local priorities identified in new local development plan - industry, business and housing allocations and transport infrastructure needs identified.	Secure through the review of Argyll and Bute Development Plan	ABC	
		Clear local priorities identified in future local transport strategy	Secure through the review of Local Transport Strategy	ABC	

		in 2010/11. Work with Hi-trans to ensure that any issues relating to transport infrastructure affecting the development of renewable is identified as a priority	Delivery of HITRANS Renewable Transport Study	ABC	
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Notes: Lead bodies: Argyll & Bute Council (ABC); Highlands and Islands Enterprise (HIE); Highlands and Islands Transmission Network (HITN) Scottish Development International (SDI), Scottish Enterprise (SE) Scottish Government (SG), Marine Scotland (MS) and Crown Estate (CE), Highlands and Islands Transport Network (Hi Trans), Scottish and Southern Energy (SSE)

Theme B - Competitive Argyll and Bute

This theme relates to three key priorities for Argyll and Bute Council in order to increase the **competitiveness** of the area, to create an **enabling framework** and to ensure our renewable energy potential and vision is fully realised:

- **Businesses** – with a particular focus on:
 - Business Development and Inward Investment – HIE, Argyll and Bute Council/Business Gateway (BG) and Scottish Development International (SDI) –build on our strengths and track record of delivery and secure an enabling framework for business competitiveness.
 - Supply Chain Opportunities - Work with renewable developers and key partners to ensure that the supply chain is not a barrier to increasing renewable generation. Identify exactly what the needs of the renewable industry are and will be with particular regards to the emerging marine renewable sector.
 - Skills Development – Work with Skills Development Scotland as key provider.
 - Research and Analysis – provide a base line of operational renewable energy development in Argyll and Bute linked to the GIS data base and development management system to accurately inform the renewable development that we have and to allow us to estimate employment and economic value. In partnership with ALIenergy develop a data base to assist the delivery of small scale renewable energy projects across our area.
- **Places:**
 - Campbeltown/Machrihanish Renewables Hub – Councils strategic investment through CHORD in respect of the Campbeltown infrastructure project with additional investment from HIE and private sector relative to Welcon
- **Communities**
 - *rural and islands* – assist in the spread of economic development benefits from renewable to all our communities but particularly to our smaller villages, towns and island communities.

Theme – Competitive Argyll and Bute, 2010/2013					
Objectives— To maximise, in a sustainable manner, the socio-economic opportunities from our indigenous renewable resource to secure increased local employment opportunities, opportunities for businesses and ancillary industries and wider community benefits.					
Businesses: Business Development and Inward investment					
Ref	Outcome	Actions to achieve outcome	Success measures/KPIs	Lead body	Risks/ risk rating
			2010 - 2013		
	Support growing businesses and entrepreneurship in the renewable sector in Argyll and Bute- opportunities for diversification	<p>Delivery of the Business Gateway Development Plan and work with new and existing businesses to realise the renewable energy development opportunities</p> <p>Identify businesses in the area which are operating/are capable of operating in the sector</p> <p>Target support to key businesses capable of growth at the regional and national levels</p> <p>Identify gaps in the supply chain which are business opportunities</p> <p>Liaise with offshore developers to ensure that their needs are understood by businesses</p> <p>Support key R & D projects and support commercialisation</p>	<p>Undertake audit and prepare report</p> <p>Identify 6 businesses</p> <p>Prepare report</p>	<p>ABC HIE</p> <p>HIE</p> <p>HIE</p> <p>HIE</p> <p>ABC</p> <p>HIE</p>	Argyll and Bute lags in terms of jobs and wealth creation for its residents and does not make an optimal contribution to the GES, RAP and Climate change targets.
	Maintain R & D capacity at SAMs and investigate other opportunities				
	Attract inward investment to the area to unlock	Work with national and local partners e.g. SDI to promote and attract	Alignment of CP Partners priorities and resources	ABC	Argyll and Bute fails to maximise on the economic opportunities/investment potential from renewable and lags in

	economic potential of renewable industry.	investment Identify needs of potential investors to ensure that we can deliver these requirements.		HIE	terms of jobs and wealth creation for its residents and does not make an optimal contribution to the GES, RAP and Climate Change targets. Rating: Med
	Establish an enabling framework – provide a positive policy framework which balances the environment and economic considerations and provides sustainable solutions. Facilitate a joined up approach to renewable energy development across the area in consultation with the industry, SG and MS Support key social enterprises which have growth prospects	Work with CPP partners and the SG and developers to realise our ambitions and to address barriers to achieving this including any issues relating to Planning and Energy Consents Undertake a cumulative impact assessment relative to onshore windfarm development in order to identify potential future sustainable onshore renewable opportunities. Work closely with Marine Scotland to identify the future opportunities in the off shore wind and marine and tidal development within Argyll which secure a balance between the economic and environmental considerations for the area securing sustainable development opportunities.	Argyll and Bute Renewable Alliance (ABRA) 1 social enterprise support established.	ABC ABC ABC HIE	As above

	resulting from renewable sector				
Businesses: Supply chain opportunities and skills development					
Ref	Outcome	Actions to achieve outcome	Success measures/KPIs	Lead body	Risks/ risk rating
			2010 - 2013		
	Maximise the supply chain opportunities from renewables	Work with the SG in the study on the renewable energy supply chain in Scotland which will consider the potential economic value and employment potential from clean renewables	Deliver a Supply chain event in May 2010 Argyll and Bute to raise awareness of the opportunities	HIE/ABC	As above
	Secure the delivery of the necessary skills required for existing and the emerging marine renewable industry e.g. apprenticeship frameworks Up skilling programmes	Work with Skills Development Scotland (SDS), Business Gateway and HIE to deliver this	Terms of Agreement established with SDS	ABC/HIE	Argyll and Bute cannot offer the skill based required by potential investors in the renewable field and investors go elsewhere. It does not make an optimal contribution to the GES, RAP and Climate change targets. Rating: medium
Businesses: Research and Analysis					
	Outcome	Actions to achieve outcome	Success measures/KPIs (to be quantified)	Lead body	Risks/ risk rating
			2010 - 2013		

	Quantify what we are delivering with regard to economic development from renewables and SG targets and maximise future renewable opportunity both large and small scale	Provide a base line of operational renewable energy developments in Argyll and Bute linked to the GIS data base and development management system to accurately inform the renewable development that we have and to allow us to estimate employment and economic value. Work in partnership with Allenergy to develop a GIS renewable data base to identify the capacity for small scale renewables and provide advice as regards opportunities and technologies.	Baseline of renewable energy development established and mapped Resource identified as regards small scale renewable opportunities	ABC, Alienergy	As above
Places: Campbeltown/Kintyre renewable hub					
Ref	Outcome	Actions to achieve outcome	Success measures/KPIs	Lead body	Risks/ risk rating
			2010 - 2013		
	Create a hub/centre for renewable development in Scotland	Investment in Campbeltown infrastructure through the CHORD programme, HIE and private sector investment – Skykon Campbeltown Ltd. Maintain close relationships with Skykon group to ensure growth ambitions realised	The delivery of the Campbeltown CHORD infrastructure project in accordance with PIDs. Circa £5m of ERDF secured for Campbeltown Infrastructure. FBC approved, Construction commences. Account managed team facilitates projected growth	ABC HIE	Failure to implement agreed project Delays in project commencing Private sector investment not secured, EU funding not secured Rating: Low
Communities: rural and islands					
	Outcome	Actions to achieve outcome	Success measures/KPIs (to be quantified)	Lead body	Risks/ risk rating
			2010 - 2013		

	<p>Assist in the spread of economic development and community benefit from renewables across our area and especially to our smaller and island communities</p>	<p>Continued representation on the RPAC to ensure the integrated delivery of renewable development through SRDP funding</p> <p>Support the work of ARC in determining issues relating to community benefit associated with future marine renewable development</p> <p>Roll out Council community windfarm trust fund policy to apply to any future approved on shore wind farm development.</p> <p>Develop new concordats with on shore windfarm companies operating in the area to secure benefit for the communities.</p> <p>Work with HIE and CE to secure community benefit from marine renewable.</p>	<p>Success measures to be established</p>	<p>ABC</p> <p>ABC/HIE</p> <p>ABC</p> <p>ABC</p>	<p>Argyll and Bute lags in terms of jobs and wealth creation for its residents and does not make an optimal contribution to the GES RAP and Climate Change Act</p> <p>Rating: Med</p>
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Notes: Lead bodies: Argyll & Bute Council (ABC); Highlands and Islands Enterprise (HIE); Scottish Development International (SDI), Scottish Enterprise (SE) Scottish Government (SG), Marine Scotland (MS) and Crown Estate (CE)

Theme C - Collaborative Argyll and Bute

This theme relates to *collaborative* priorities for Argyll and Bute Council and its community planning partners:

- **National Policy and Funding**
 - maintain focus on relevant national policies, strategies and action plans and respond to relevant consultations and maximise uptake of national funds for our renewable development priorities.
- **Building Partnerships - Argyll and Bute Renewable Alliance – ABRA**

- seek to ensure that all relevant agencies, developers and key stakeholders are engaged and are working together to realise the vision and to deliver the actions.
- **Profile and Identity**
 - promote profile and identity to policy makers, partners, investors and media.

Theme – A Collaborative Argyll and Bute, 2010/2013					
Objectives—to collaborate with our private, public and community sector partners, at a local, Scottish and UK national and European level to create the right conditions to realise our renewable energy potential to derive maximum long term benefit for the area.					
National Policy and Funding					
Ref	Outcome	Actions to achieve outcome	Success measures/KPIs (still to be quantified)	Lead body	Risks/ Risk rating
			2010 - 2013		
ET0 9a	Ensure that Argyll and Bute renewable interests/issues are represented in national, UK and EU policy and strategy development to secure the delivery of our vision	Ensure that Argyll and Bute Council and its CP Partners are proactive in responding to relevant consultations and proposed legislation, strategies and policies at all levels. Work with HITN, SG,CE, Marine Scotland and other key organisations to ensure our vision and aspirations are recognised and realised. Secure delivery of relevant actions in NPF2 Action Programme.	Structures plan of partner engagement implemented ABRA (see below)	ABC ABC ABC	Fail to ensure that the key issues affecting future renewable development in Argyll and Bute are not addressed or highlighted in future strategies, actions and policies at a national UK and EU level
Building Partnerships - Argyll and Bute Renewable Alliance – ABRA					
	Outcome	Actions to achieve outcome	Success measures/KPIs (to be quantified)	Lead body	Risks/ Risk rating
			2010 - 2013		
	Secure engagement	Set up Argyll and Bute	ABRA established	ABC	Failure to engage with key stakeholders

	with all key players at a national and local level to allow us to realise our vision and to address any issues that are hindering our progress in the renewable field ,	Renewable Alliance and engage with key stakeholders at national and local level to ensure that we secure the right environment to allow the renewable sector to develop, with particular emphasis on marine renewable opportunities			and potential developers and do not realise fully the economic opportunities from renewables
	Secure inclusion of west coast of Argyll and Bute in future calls from the CE for wave and tidal sites - links to N Ireland call is also relevant	Work with CE to determine any future calls that will include Argyll and Bute and ensure that we are best placed to take advantage of these	Argyll and Bute in future CE calls	ABC	As above
Profile and identity					
Ref	Outcome	Actions to achieve outcome	Success measures/KPIs (to be quantified)	Lead body	Risks/ Risk rating
			2010 - 2013		
	Promote our profile and identity to policy makers, private sector and current and future investors and markets	Develop presentation and promotional material for external audiences and attend key events such All-energy event in Aberdeen	Attend ALL- Energy 2012	ABC/HIE	Opportunities are missed to promote our profile and policy makers and investors are unaware of what we have to offer.

9. Delivery Mechanism – Securing Our Vision

The REAP is a working document which has been developed with community planning partners and will be delivered over a three year period 2010-2013. It will be reviewed annually to ensure that it reflects partner aims and objectives and Scottish, UK, EU and international targets. Its implementation will commence in July 2010 and completed at the end of July 2013.

Local Partnership for Delivery

It is clear, that we will only succeed in realising our ambitions and priorities through input from all partners at a local, national and European level.

Renewable energy development is a corporate priority for the Council and our community planning partners. The CPP approach promotes sustainable, cohesive, systemic solutions and promotes collaboration to secure the best use of resources, deliver efficiencies across our partners in order to achieve our vision and deliver systemic change.

The REAP will be embedded within the Argyll and Bute Single Outcome Agreement, Community Plan, Corporate Plan, EDAP and Local Development Plan planning processes. The plan's annual implementation will be detailed in an annual service plan and will also be reflected in the local area plans.

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**ARGYLL AND BUTE COMMUNITY PLANNING
PARTNERSHIP****MANAGEMENT COMMITTEE
16 June 2010**

DRIVESafe Partnership Agreement 'Driving Forward'

1. SUMMARY

- 1.1 Enclosed within Appendix A of this paper is the draft partnership agreement between Argyll and Bute Council, Strathclyde Police, Strathclyde Fire and Rescue and NHS Highland that will allow an integrated approach to road safety in Argyll and Bute. The agreement also acknowledges partnership working with the private sector.

2. RECOMMENDATION

- 2.1 That the Community Planning Partnership Committee note:-
- The progress made in establishing a DRIVESafe Partnership agreement
 - The initiatives currently being undertaken by the partners form the basis of the agreement and will be driven forward under the DRIVESafe banner to avoid duplication and provide through a common approach a stronger road safety message
 - Future establishment of a 2 year programme for the DRIVESafe Partners to undertake following an integrated approach

3. BACKGROUND

- 3.1 DRIVESafe was originally launched in 2004 to tackle the management of occupational road risk. Partner organisations signed a charter to agree to promote the safety of their employees who drive as part of their work duties. The Community Partners now support the broadening of the DRIVESafe activity.
- 3.2 Discussions have taken place with Strathclyde Police, Strathclyde Fire and Rescue and NHS Highland regarding initiatives being undertaken to promote road safety and how these could be taken forward under DRIVESafe. To avoid duplication of resources and establish where resources could be better aligned the partners have formulated a partnership agreement DRIVESafe 'Driving Forward'.
- 3.3 The partners propose, using the agreement as the basis, to formulate a 2 year programme which will align resources to capture the wide spectrum of road user.

4. CONCLUSIONS

- 4.1 The remit of the DRIVESafe initiative will be broadened to encompass all aspects of road safety within Argyll and Bute.
- 4.2 The DRIVESafe vision is to formulate and undertake a programme of work that aligns resources, avoids duplication and provides a stronger road safety message through a common approach.
- 4.3 Future work of the DRIVESafe partners will be to establish a 2 year programme which best promotes road safety to every category of road user.

Moya Ingram
Strategic Transportation Manager
25 May 2010



'Driving Forward'

An integrated partnership agreement to promote Road Safety within Argyll and Bute





‘Driving Forward’ Vision

The DRIVESafe vision is to formulate and undertake a programme of work that aligns resources under existing and new initiatives, avoids duplication and provides, through a common approach, a stronger road safety message within Argyll and Bute.

This Partnership Agreement highlights the current activities of the various parties involved in promoting Road Safety throughout Argyll and Bute. These cover the full spectrum of road user and have been summarised under each category from early years through to existing drivers.

The programme will be monitored quarterly with progress reports submitted to the Argyll and Bute Community Safety Forum.

Argyll and Bute Council

The philosophy behind road safety promotion is that through continuous exposure to appropriate education, training and publicity an individual’s ability to cope with a traffic environment is developed. Argyll and Bute Council’s support for this continuous process demonstrates its commitment to quality of living for its citizens. The Council’s Road Safety Unit is responsible for the provision of formal Road Safety Education which is available in some form for all road users with additional resources for those groups seen to be at high risk. These resources are facilitated into educational establishments by the Council’s Road Safety Unit and training is provided for all staff.

The curricular based resources, Go Safe! – Ziggy’s Road Safety Mission (for Early Years), Streetsense2 (Primary), Your Call (for S1-S3) and Crash Magnets (for S4-S6), are the foundation for the road safety programme, providing learners with opportunities to participate in a planned, progressive, curriculum based programme as part of Health and Wellbeing (Person, Social and Health Education).

The Road Safety Service Delivery Programme within educational establishments is built on the use of these national resources and students will only gain the maximum benefit from the additional one-off presentations if they are participating in use of said resources.

Road Safety provision is enhanced by the Council’s active participation in the road safety movement at a national and regional level through Road Safety Scotland and the West of Scotland Road Safety Forum and by working with other Council Services.

Strathclyde Police

Our approach is a broad one, based upon the five pillars of Education, Enforcement, Engineering, Encouragement and Evaluation, but it also focuses on specific areas of national importance including children, young drivers, rural roads, drink/drug driving, seat belt compliance, the use of mobile telephones and the impact on our communities caused by speeding motorists.

Whilst the police have a clear responsibility in making Scotland a safer place for road users, a partnership approach is absolutely essential. Clearly, there is an opportunity for local Community Planning Partnerships, through the Single Outcome Agreements, to support collaborative approaches that deliver tangible outcomes in this area and help to reduce the number of road casualties each year.

“A steady reduction in the numbers of those killed and those seriously injured, with the ultimate vision of a future where no-one is killed on Scotland’s roads, and the injury rate is much reduced.”

Education:

Young drivers and motor cyclists, particularly young males, are statistically more likely to be involved in road collisions. We will contribute to the development of initiatives which are designed to give people in these vulnerable groups relevant advice, information and knowledge at an early stage in their driving careers, and helps them reduce the likelihood of their becoming casualties. Nearly three quarters of all road fatalities occur on rural roads. We will make education of those who use these roads a priority, reinforced by highly visible patrolling and engagement.

Children are a particularly vulnerable group of road users. We will ensure that the Curriculum for Excellence framework is complemented with road safety awareness.

Enforcement :

Taking firm action against road users who drive in a careless or dangerous manner, fail to use seat belts, drink – or take drugs – and drive, whose attention is distracted whilst driving or who do not maintain their vehicles, helps to make Scotland’s roads safer for everyone. Working with key partners where appropriate, we will maximise the impact of law enforcement through an intelligence-led approach, and contribute to the reduction of road casualties.

Engineering:

We will work with communities and partner agencies to ensure that road design and engineering optimises road safety wherever possible. We will also assess and evaluate emerging technologies, and seek to adopt those which either assist in targeting our enforcement efforts more efficiently, or which enable us to tackle particular problems in new and more effective ways.

Encouragement :

Road users and the broader public need to understand and support the underlying principles of road policing. We will make full use of the media to publicise our ongoing efforts to ensure road safety, and also to profile special initiatives.

We will also continue to support alternatives to prosecution where appropriate, recognising that this can engender greater public support for our activities.

Strathclyde Fire and Rescue

Since the Fire (Scotland) Act 2005 was enacted, Fire & Rescue Services have taken on more statutory duties, one of which is the requirement to attend special service incidents and in particular Road Traffic Collisions. Strathclyde Fire & Rescue has embraced the challenges presented by the change in legislation and proactively to work in partnership to reduction in the number of Road Traffic Collisions, associated fatalities and injuries in Argyll and Bute. This requires a combined strategy focusing on prevention, protection and responding.

Prevention – We will support partners by providing advice, educating road users, and engaging with vulnerable groups. This is primarily carried out through our ‘Cut it Out’ programme and our ‘Real time crash scenario’ events’.

Protection – Through our Integrated Risk management Plan, we will ensure that Strathclyde Fire and Rescue’s responses are measured, evaluated and targeted at areas of greatest risk to our communities through robust Road Traffic Collision research.

Responding – We will provide a highly trained, professional and well-equipped emergency response to Road Traffic Collisions in partnership with other emergency services.

NHS Highland

Service users: NHS promotes in- car safety by encouraging the use of car safety seats for babies and toddlers.

Service providers: NHS Highland has a Managing Health at Work ‘Reducing Work Related Driving Risk’ Policy which aims to

- Increase staff awareness of safety issues associated with work- related driving risks
- Ensure that work-related risk is assessed in a systematic and ongoing way, and that safe systems and methods of work are put in place to reduce the risk, as far as is reasonable practicable
- Ensure that appropriate training is available to staff in all areas, which equips them to recognise risk, and that practical advice on preventing and managing occupational road risk is provided
- Ensure that appropriate support is available to staff involved in work related driving incidents
- Encourage full reporting and recording of all incidents arising in the course of work-related driving
- Reduce the number of incidents and injuries to staff resulting from work-related driving

Road Safety Promotion at every Level

Early Level

Stage	Pre-school	Primary 1	Lead Agency
Curricular based resources	Go Safe! – Ziggy's Road Safety Mission		Argyll and Bute Council, Road Safety Unit
Extension work		Pedestrian Training	Argyll and Bute Council, Road Safety Unit

Road Safety Promotion at every Level
First and Second Level (Primary School)

Stage	First				Second			Lead Agency
	P1	P2	P3	P4	P5	P6	P7	
Curricular based resources	Streetsense 2 and Streetsense2.com							Argyll and Bute Council, Road Safety Unit
Curricular based resources						Scottish Cycle Training Scheme		Argyll and Bute Council, Road Safety Unit
Curricular based resources						JRSO		Argyll and Bute Council, Road Safety Unit
Additional experiential learning presentation					The Journey (Theatre in Education)			Argyll and Bute Council, Road Safety Unit

Road Safety Promotion at every Level
Third, Fourth and Senior Level (Secondary School)

Stage	Third and Fourth			Senior			Lead Agency
	S1	S2	S3	S4	S5	S6	
Curricular based resources	Your Call			Crash Magnets			Argyll and Bute Council, Road Safety Unit
	These resources are the foundation upon which other areas of the programme are built. In order for students to gain the maximum benefit from any additional one-off presentations, students should participate in a planned, progressive, curriculum based programme.						
Experiential learning presentation	The Nine Lives of Roddy Hogg (Theatre in Education)				Friends Disunited (Theatre in Education)		Argyll and Bute Council, Road Safety Unit
Curricular based presentation					Cut it Out!		Strathclyde Fire and Rescue
Curricular based presentation					Drive 4 Safety		Strathclyde Police

Road Safety Promotion at every Level

Existing Drivers

Stage	Younger Drivers	Drivers	Foreign Drivers	Motorcyclists	Driving for Work	Lead Agency
Financial contribution	Pass Plus contribution					Argyll and Bute Council Road Safety Unit
Community event		Real Time Crash Scenario				Strathclyde Fire and Rescue
Community event				Bikers Breakfast		Strathclyde Fire and Rescue
Information and advice			Driving in Scotland leaflet			Argyll and Bute Council Road Safety Unit
Information and advice		Car Seat Clinics				Argyll and Bute / Strathclyde Police/ NHS
Information and advice					Management of Occupational Road Risk	All partners – Charles Black, Black's of Dunoon, will act as an ambassadorial contact
Campaign				Around the Corner		Strathclyde Police
Information and Advice	Young Driver's Project					Strathclyde Police

Explanation of Initiatives

Go Safe! – Ziggy’s Road Safety Mission is a new and innovative approach that will be the **core resource** for young children from birth through to early level of the Curriculum for Excellence. The multi-media approach encompasses key aspirations of the *Early Years Framework* and *Curriculum for Excellence*. It aims to encourage and inspire experiential learning through partnerships between home and educational settings. It recognises the importance of early intervention in developing positive attitudes and behaviours for life; enabling children to become successful learners, confident individuals, effective contributors and responsible citizens.

Pedestrian Training – supervised roadside training is offered to younger pupils with an overall aim of instilling good habits at an early age with a view to reducing child pedestrian casualties. Children are taught skills that will improve their behaviour and hazard awareness and parent’s are often involved giving an opportunity for them to learn how they can reinforce training initiatives with their own children.

Streetsense2 and Streetsense2.com – this core resource is in all primary schools and is an important part of the national strategy for road safety education in Scotland. The aim of the strategy is to ensure that all children receive a minimum amount of road safety education at school covering specific topics at specific stages of their development. Streetsense2.com allows pupils to explore the resource more interactively. It underpins all the important messages in a game style which appeals to young people and engages them with the subject.

Scottish Cycle Training Scheme – is offered to all P6/7 pupils in Argyll and Bute. The Scheme is designed to give pupils the skills and knowledge they need to ride safely and sensibly on the road and thus help reduce the possibility of them being involved in a road accident. Cyclists learn basic control exercises, observation and signalling skills and a general awareness of traffic. Most schools in Argyll and Bute train on-road giving an opportunity for pupils to test their skills in a real road environment. Theory work is covered using the award winning ‘iCycle’ resource.

Junior Road Safety Officer Scheme – The aim of a JRSO scheme is to empower children to highlight road safety issues within their school. This can be done through raising awareness amongst other pupils, teachers and the wider school community while maintaining links with the Road Safety Unit. There is a dedicated website with games and competitions.

Theatre in Education – ‘The Journey’ is forum theatre, aimed at P6 pupils. There is audience participation throughout. Key road safety messages are walking and cycling to school, transition from primary to secondary school and peer pressure. There are also plays for S1 and S5/6 pupils covering important issues such as the transition from primary to secondary school and younger drivers.

Your Call – this is a new resource for 11-14 year olds, statistically the most at-risk age group, with flexible lesson plans that link to Health and Wellbeing, and a learning styles which is fundamental to the Curriculum for Excellence. This resource builds on work

covered in primary school and is more meaningful for this age group. The lesson content allows for a focus on active learning with discussion, debate and opportunities for personal reflection and less weighting on paper-based activities. The aim is to provide pupils with the opportunity to challenge their own behaviour and take responsibility for their safety and the safety of others.

Crash Magnets – is a road safety resource seeking to shape the opinions and attitudes of students in their mid-to-late teens to speeding, drink and drug driving and in-car safety. Crash Magnets targets young people before they pass their driving test to try and ensure their well-being on the road by encouraging them to make the right decisions for themselves and others.

Cut it Out! – Covers the main contributory factors in Road Traffic collisions such as speeding, drink/drug driving and seatbelt use. It aims to raise awareness and challenge attitudes in young people with regards to the dangers associated with our roads. The programme has been designed in conjunction with education, road safety departments, RoSPA, Strathclyde Police, West of Scotland Road Safety Forum, NHS and Scottish Ambulance Service and in such a way as to be delivered by specially trained fire service personnel in partnership with other emergency services. It is a curricular based, interactive, multi-media programme designed for S5 & S6 pupils.

The programme, which relies heavily upon the interaction between students and facilitators, requires students to ultimately take on different roles and 'investigate' the cause and problems associated with a Road Traffic Collision. They are also asked to look at how the incident could have been avoided and to report their findings back to their peers.

Drive 4 Safety – a young driver initiative is particularly relevant for students who are about to, or have just taken their driving test. Drive 4 Safety highlights the following: problems encountered by young and experienced drivers; aspects of the law in relation to drink/drug driving, speed, seatbelt wearing and road rage; an introduction to advanced driving by means of a theory based hazard perception input.

Pass Plus – Argyll and Bute Council offer a £75 grant to young driver residents that have undergone extra driver training in different conditions such as night time, motorway, town and driving on rural roads. Pass Plus builds on their skills and knowledge and helps with becoming a more confident driver.

Real Time Crash Scenario – Known as the 'staged real-time crash scenario', which involves all emergency services pulling together to save the lives of 2 young people, 1 of whom will be trapped in the car and the other who dies at the crash scene.

The aim is to make people stop and think hard about the consequences of speeding and lack of concentration in their driving and hopefully this will reduce the amount of collisions and fatalities on Argyll and Bute's roads. It is aimed at all drivers but in particular young drivers and those who are thinking about, or are learning to drive. The interactive approach has and continues to demonstrate a willingness by drivers to understand the dangers of road traffic collisions and how they may be avoided.

Bikers' Breakfast - To try and combat the high numbers of motorcycle fatalities on Argyll & Bute's roads Fire Fighters, Police Officers, Road Safety Officers and

Paramedics will join forces for a free breakfast drop in at Inveraray Fire Station. Motorcyclists are to be encouraged to stop off on their ride out and chat to the professionals available from all road safety services to discuss the latest safety protection clothing, they will receive first on the scene trauma training, maps of Argyll & Bute's collision hot spots will be issued along with several safety promotional items, presentations and leaflets.

It is hoped that the event will raise safety awareness for those riders that may have dropped their guard; motorcycle riders like most drivers generally have a supreme belief in their own abilities, which means that they sometimes have difficulty in accepting that they may well have a part to play in the bike's stability and collisions that occur far too frequently on Argyll and Bute's roads.

Driving in Scotland – information and advice is available in leaflet format for foreign drivers who are driving on our roads in the summer months – with particular emphasis on single track roads. These leaflets are available from tourist outlet throughout the area.

Car Seat Clinics – the Road Safety Unit, NHS and Strathclyde Police offer practical help and advice in the fitting and choosing a child car seat. Car Seat Clinics take place in the main towns in Argyll and Bute and at maternity clinics.

Management of Occupational Road Risk – a web-based toolkit for businesses to include road safety within their Health and Safety Policy. Charles Black, of Black's of Dunoon, will act as an ambassadorial contact sharing examples of good practice.

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ARGYLL AND BUTE CHP**MENTAL HEALTH IN ARGYLL AND BUTE 2012
EVERYONE'S BUSINESS****Overview, Update & Next Steps
May 2010****1. Introduction;**

The process of redesigning mental health services in Argyll & Bute commenced in 2007 with the agreement, of a vision for our mental health services in the future, 'Building on Our Experience : A Vision for Mental Health Services in Argyll and Bute'.

Our intention is to redesign and modernise existing services and to address service gaps, in consultation with our partners and stakeholders. In doing this we will shift the balance of care from hospital to community services, introduce more specialist services and replace the existing old hospital with new facilities.

2. Background;

The development process was taken forward in 3 discrete phases;

- Needs Assessment and local engagement
- Options development and appraisal
- Formal Public Consultation

The Vision document articulated the case for change from existing provision to a modern, re-designed service and described the under-pinning reasons for change;

- Applying our core principles and beliefs about how services should be provided
- Implementing national and local policy
- Addressing 'access' issues
- Ensuring service provision is comprehensive
- Meeting the expressed needs of our service users, families and carers, our staff and our community.

The vision was guided by a set of principles to which we constantly refer and 'test' ourselves against.

3. The Case for Change; What we seek to achieve

In pursuing redesign and modernisation of the existing service, we need to be clear where we commenced and what it is which will signal the successful delivery of what we set out to do.

The principles mentioned above are just one reference point. They are important for the individual and the organisation as they set out clearly and fundamentally how we think the service should be, as well as what it will be. Further reference points include the range of existing national and local policy, plans, targets and planning requirements. Added to this are the interests, needs and views of our stakeholders.

Finally there is the issue of existing service provision, and the need to demonstrate how the new service will fit with what already exists; healthcare services, social work, housing and leisure services, the voluntary sector. Any new development should aim to realise 'synergy' (extra value or capacity) by building on existing assets (including the estate), and business plans.

3.1 Guiding Policy and Plans

Figure 2: National Policy Context and Drivers for the Change in Mental Health

- **Better Health, Better Care – Scottish Government, 2007**
- **Delivering for Mental Health, Scottish Executive, 2006**
- **Rights, Relationships and Recovery, Scottish Executive, 2006**
- **Standards for Integrated Care Pathways in Mental Health, Scottish Government, 2007**
- **National Standards for Integrated Care Pathways in Mental Health, Scottish Government, 2007**
- **NHS Performance –targets (Health, Efficiency, Access, Treatment)**
- **Scottish Capital Investment Manual, Scottish Government 20??**
- **With Inclusion in Mind, Scottish Government, 2007**

4. Outcome of formal consultation

The process for taking forward the vision and a new service model was agreed with partners and after an extensive process of early work involving users and staff in the shaping of ideas for the future service, we formally consulted on 5 service options between January – April 2009.

The option with the most support was Option 4*. During consultation local communities told us the high importance they gave to service accessibility. As a result of this Option 4 was enhanced to include facility for (up to) 24 hour assessment in the local community hospital where this is clinically appropriate (subsequently increased to 48hours).

Option 4*

- Enhanced local community service
- Single, local in-patient unit in Lochgilphead, 32 beds
- Specialist day assessment and treatment service, and centre for staff training.

5. Taking forward plans for a modernised service;

Following receipt of Scottish Government approval of Option 4 it was necessary to agree and develop a formal project management framework.

A Project Board was established, with a remit;

“To deliver and implement service redesign through the development of a project brief and a business case for the development, and construction, of a new service and facility”.

Additionally an Implementation Team was established;

‘To co-ordinate, direct and manage the project to deliver the required outcomes’

The Implementation team commissioned a number of **Service Design Groups to;**

- Scope service parts using patient pathways to develop model
- Identify future workforce requirements and development needs
- Identify interfaces and communications

Each group had a specific remit which ‘followed’ the Tiered mental health model;

Group 1/2; Primary care, early intervention, health improvement,

Group 2/3; Managing mental illness in the community, crisis response.

Group 3/4; Planning for long-term care, managing severe and enduring conditions,

In-patient care, specialist psychological treatments

Interface Group; Services which interface and connect with acute mental health Service (Addictions, Learning Disability, Dementia, Child and Adolescent Mental Health)

Infrastructure Group; Reprovision of (non-clinical) support services from Argyll and Bute Hospital campus

A Workforce Planning Group was also established.

5.1 As the work of the Service Design Groups proceeded 4 sub-groups were established to determine discrete design requirements;

- Developing crisis response model
- Future needs of long-stay patients
- Hospital transition planning group
- In-patient workforce group

6. Recommendations of Service Design Groups;

The groups have now completed their work and reported their recommendations, to the Project Board in February, 2010, and were approved in principle.

The recommendations are numerous and include;

Group 1/2

- i. Commission a Guided Self Help Service & develop volunteering capacity .
- ii. Further explore the use of tele-health developments.
- iii. Develop primary mental health worker & locally based cognitive behavioural therapy service (talking therapies)
- iv. Develop a single point of referral for all three service levels
- v. Facilitate social inclusion of people with a mental illness; to optimise each individual's access to services,
- vi. Commission a directory of local services, resources and activities in written form and as a web-based resource.

Group 2/3

- I. Establish integrated (with Social Work) Community Mental Health Teams (CMHTs) in each of the four localities of Argyll and Bute.
 - i. Membership of CMHTs will consist of; Team Leader, Nurses, Support workers, Primary Mental Health workers, Social Workers (including Mental Health Officers), Clinical Psychologist, Consultant Psychiatrist, Occupational Therapist, Cognitive Behavioural Therapist, Admin, Pharmacy & Physiotherapy
 - ii. Dementia and Addictions services will be aligned to the CMHT as part of a MH Network.
 - iii. Community mental health services will provide a comprehensive range of local services focussed on improving mental health and well-being, assisting primary care to manage illness, care of people with severe and enduring mental illness, provide therapeutic and specialized treatments, care for acutely ill people in their own home, respond to and manage mental health crises, undertake assertive outreach. There will be a co-ordinated crisis response provided by the CMHT, both within and out of hours response.
 - iv. There will be a single point of referral to the community mental health team which will accept referrals predominantly from General Practitioners.
 - v. The CMHT's practice will be founded on, and informed and influenced by the anticipatory care need model, the recovery model, research and best

practice, and the application of integrated care pathways.

Group 3/4

- i. Inpatient facilities will be on a single campus to allow flexible and optimum use of workforce and resources (one campus, four service user groups, one workforce) and will consist of;
 - a. Acute 14
 - b. Intensive Psychiatric Care 4
 - c. Rehabilitation 4
 - d. Dementia Assessment and Challenging Behaviour 10

The medical workforce model will be an Integrated Locality (CMHT) & In-patient Consultant post for each locality. The inpatient (direct care) workforce will comprise; Nursing (qualified and unqualified) ,Psychology, AHPs, Administration & Clerical, Pharmacy

- ii. Admission to hospital and discharge will be in keeping with admission criteria (agreed with group 2/3), and the NHS Highland Anticipatory Care, Admissions and Discharge Policy (currently being revised).
- iii. A Hospital Transition plan is to be developed which will include a reduction in in-patient provision to 4 wards (currently 6) in the Argyll and Bute Hospital by February 2010. This will align the current service to the proposed 4 clinical specialties.
- iv. The Specialist Assessment, & Treatment and Education Centre (to be known as the Specialist Therapies Centre) will have a dedicated staffing complement of 3 whole time equivalent, consisting of specialist therapists, psychology and administrative staff
- v. Long Stay and NHS Continuing Care Mental Health(Resettlement). Develop appropriate care arrangements for a particular group of residents of Argyll & Bute Hospital.

6.4 Interface

CAMHs, Learning Disability, Addictions & Dementia ; These groups identified a broad range of issues and it is proposed there should be ongoing work between the services and Adult services, most of which can, and should be progressed out-with the redesign process.

6.5 Infrastructure Group ; The timescale for this group is extended and it is anticipated that the function of the group will be incorporated into the business case process.

Early work has identified the broad range of facilities provided on the site and speculated as to future location (on or off future site). To date a full schedule has been compiled which identifies the broad range of facilities provided on the current site and identified for each the area or department concerned, the prospective number of staff to be employed in that area in future, the type of accommodation required, any technical requirements of that accommodation and the site location i.e. within the new mental health unit, within the Lochgilphead campus or elsewhere within Lochgilphead.

7. Workforce and Organisation Development

To assist and support the Service Design groups a Workforce Planning group is in place drawing expertise from Community and Inpatient Mental Health services, Lead Nurse and AHP, Finance, Learning and Development, and HR. The purpose of this group is to advise on the workforce planning and development dimensions of proposals, to ensure that proposals from the groups are compatible and complementary across the whole service, and to advise on the details of specific posts and roles including Job Descriptions, KSF outlines and reporting structures.

Organisational change development work has also been undertaken on workshops for both all staff, and for team leaders and managers to introduce the implications whole change process and to assist them understand and prepare for the impact of the change on them and their colleagues. There will also be opportunity for individual discussion with HR, staff representatives and managers.

Work is also being undertaken to explore enabling a small group of "Change Volunteers", drawn from a wide range of staff affected by the new design, to prepare and support colleagues through the change processes. This group will be supported through workshops and coaching provided through an external OD consultancy to introduce a further dimension to the change processes.

8. Cost of New Service Design;

At present the current funding for Mental Health Services within Argyll & Bute CHP is approximately £14.3m and is the available funding resource for the redesign of these services.

Output received to date from the various design groups has been used to cost up each of the Tier groups recommendations. At this point in time most of the Groups have some incomplete output which brings a degree of uncertainty to the costing of the new service. This is mainly around aspects of establishments, potential resource release, and accommodation & building requirements all of which have a significant impact.

The result of this work to date shows an indicative cost of around £0.5m over the available resource. Further work is being undertaken to refine and confirm real service costs, to keep within available funding and a paper will be presented to the next Project Board meeting in June.

9. Update

- The Project Board meets 2 monthly and is chaired by the General Manager
- The Implementation Group meets monthly and is chaired by the Head of Service integration. The 4 Locality Managers are members, as is the Public Health Specialist
- A Communications group meets monthly, the Communications plan is updated monthly. An audit to identify the communications we have undertaken with all our stakeholders is taking place.
- Social Work, Scottish Health Council & ACUMEN (Service user organisation) are full and active members of all key groups
- The Hospital Transition plan has been implemented and this has resulted in a reduction of 2 wards, from 6 to 4, (the future agreed clinical specialities), now at 64 beds & target is 32.
- Resources have been released from the Hospital Transition process to commence developments in Psychological therapies; a hospital-based post is advertised and 3 additional community posts will shortly be advertised.
- The Resettlement Group (Long-stay patients), jointly chaired by CHP & SW, is due to report in June on plans for individual patients. This will result in resource release, possibly @ £0.5m
- During March 22 briefing meetings were held across Argyll & Bute for staff, service users and the public to update on progress (270 attendees in total). A report of the event has been produced and the Comms group are considering it.
- Four redesign newsletters have been produced (2 monthly after Project Board meeting)
- A Workforce Planning Group has been established, chaired by the Head of Human resources
- A process for the management of Displaced staff has been drafted agreed
- An Organisational Change plan has been drafted and .The plan targets all CHP staff. There will be a Change Volunteers programme
- The recommendations from the Tier groups have been turned into a detailed action plan, timescales and lead roles are currently being agreed and will involve many general managers, out with MH
- Many of the changes required in the service are associated with developing community services and not contingent on a 'new build', although the requirement for Bridging monies will be identified
- A specification document is now ready for tendering to engage a Consultant to assist in the preparation of the OBC

10. Next Steps;

- Tender the OBC specification (w/c 9 May)*
- Agree Staffing profile (June - PB)
- Commence HR process for displaced staff (June/July)
- Commence OBC development (June/July)
- Commence OD process (June)
- Establish critical path of service developments, commence work on community & related developments (in progress)

Procurement of new facility*

The procurement process requires us to produce a bid for submission to the Scottish Government, Capital Investment Group (CIG). This bid document should be in line with the recently published Scottish Capital Investment Manual (SCIM).

Given that the works are likely to exceed £5m in capital costs the SCIM requires us to develop the following:-

- Initial Agreement
- Outline Business Case
- Full Business Case

Through discussion with an external consultant experienced in the new document we have been advised to anticipate a timescale of some 18 months to obtain approval of all three stages.

In terms of clarifying the actual construction timescale itself we need to consider our procurement options. Upon discussion with the Scottish Government the likely route for a new build facility would be through the recently developed HUB initiative.

A new build facility could take up to 18 months to construct depending upon the scale of the facility.

11. Summary

The redesign of mental health services in Argyll & Bute started from the premise that before any decision about new hospital facilities there must be agreement about the model of care which will be provided in future.

The agreed model of care is one that shifts the balance of care from hospital to community, introduces more specialisms into the service, increases local service provision, utilises existing NHS facilities to supplement & enhance the care pathway e.g. Locality hospitals, and involves service users and staff in the planning process.

Additionally the model of care addresses the importance of health improvement and the vital role of voluntary organisations and this is being recognised by making more resource available to do this.

Josephine Bown
Head of Service Integration

MONTHLY ECONOMIC REPORT FOR HIGHLANDS AND ISLANDS ENTERPRISE**No 9 15 April 2010****1. Introduction**

- 1.1 This ninth Economic Report for Highlands and Islands Enterprise follows a similar format to the previous eight reports produced since early 2009. The main purpose has been to track the impacts of the major 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 February and early April 2010 (with updates of major announcements up to 16 April). 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 comparing recently released indicators with those for a year earlier, that the latter will themselves reflect the early impacts of the recession. To provide a more comprehensive review of the overall impact of the recession on the Highlands and Islands, key indicators are also provided for the pre-recession period. 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 underway, UK output has only just resumed growth, and the speed, strength and nature of the recovery remain uncertain. Expectations by forecasters for the forthcoming year differ although the UK's prospects, compared with the EU as a whole, are now considered relatively bright.
 - 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 increased by 64.3% between February 2008 and February 2010 compared with increases of 93.0% in the UK and 94.1% in Scotland. Notified Vacancies in the Highlands and Islands in February 2010 were 11.5% lower than in February 2009, however (and 29.0% lower than in February 2008).
 - The job prospects for recent University and College graduates and school leavers remain poor, and this year's leavers could face similar difficulties. Demand has been exceeding the supply of College places due to the lack of job opportunities for school leavers.

- 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 statistically 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 February include:
 - Allocation by Crown Estate of leases for six wave energy sites and four tidal sites in the Pentland Firth
 - A new Scottish Government £12 million fund for wave and tidal energy
 - A strong skiing season, with numbers at Highlands and Islands centres likely to be more than twice as high as for 2008/09
 - Re-opening of the Royal Golf Hotel in Dornoch
 - Improvements to the A9 at Moy and Ralia
 - Planning permission received by TOTAL for a £500 million gas plant at Sullom Voe
 - Plan for a new £1.3 million agricultural museum in Shetland
 - Strong cruise liner businesses in Shetland and Orkney in 2010
 - A £4.5 million extension to Shetland College
 - 18% growth in visitors to Orkney between 2005 and 2009
 - An expansion of EMEC's workforce from 13 to 18
 - Big Lottery funding for community wind turbines on four Orkney islands
 - The Scottish Government to provide £3 million towards renewable energy infrastructure at Arnish
 - Progress on community windfarm projects in the Western Isles
 - Temporary re-opening of the Marybank fish processing plant in Stornoway
 - £4.2 million investment raised by Aquapharm Biodiscovery at Dunstaffnage
 - Two new Premier Inn hotels planned for Inverness at a cost of £17 million
- Negative events and announcements include:
 - 80 job losses through the demise of Highland Airways
 - Significant spending cuts by Highland Council and other Local Authorities, NHS Highland and Western Isles NHS
 - 12 job losses through Gaeltec going into administration
 - 30 job losses through JHB Ltd (Shetland) going into administration
 - Potential loss of 18 BAE systems staff members at RAF Kinloss
 - 19 losses if cheese making ceases at First Milk's Creamery in Bute
 - Closure of BT Global Services call centre in Fort William, with the loss of 45 jobs
 - The Nevis Partnership to cease operations
 - KBR (as owners) not themselves to pursue the development of Nigg as a support fabrication facility for the offshore wind sector

3. The International Context

- 3.1 Fourth quarter 2009 GDP figures for the world's main economies show a continuing recovery from the recession. Annualised fourth quarter 2009 growth on the third quarter of 2009 was 5.6% for the United States (its fastest quarterly growth for six years), 3.8% for Japan and 0.2% for the Euro area. The US recovery has been due to changes in inventories, 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. Greece and Spain are amongst countries that remain in recession, and the scale of the budget deficit in Greece continues to threaten its debt refinancing ability.
- 3.2 China's annual growth from the fourth quarter 2008 to the fourth quarter 2009 was 10.7%, driven by massive Government spending – mainly on major infrastructure projects. There is a strong contrast in general between the low average Euro area growth (which was slower in the fourth quarter of 2009 than it had been in the third quarter) and the rate at which most major economies in the rest of the world are emerging from the recession. This has constrained the export-led growth of UK businesses whose markets are mainly in the euro area.
- 3.3 In January, the IMF further raised its forecast for world output in 2010 to growth of 3.9% following an expected contraction of 0.8% in 2009. China and India are forecast to grow by 10.0% and 7.7% respectively in 2010, and the US and the UK to expand by 2.7% and 1.3% respectively, with 1.0% growth expected for the EU and 2.1% for the world's advanced economies. World output growth in 2011 is expected to increase to 4.3% in 2011, and in the Euro area to 1.6%. OECD composite leading indicators (CLIs) for February 2010 continue to indicate economic expansion, albeit at a different pace across countries and regions. Strongest signs of increasing economic activity were recorded in the United States and Japan, with a rise in CLI of 0.9 of a point in both countries. Tentative signals of a slower pace in economic expansion are emerging in China, where CLIs remained unchanged in the first two months of 2010. Similar, but weaker, signs of slower growth are also emerging in France and Italy. The CLI for the OECD area increased by 0.7 of a point in February 2010 and by 0.5 of a point in the Euro area.
- 3.4 The World Bank's January 2010 Global Economics Prospects report expects global GDP to grow by 2.7% in 2010 and 3.2% in 2011, with developing countries growing by 5.2% in 2010 and 5.8% in 2011. Because of uncertainties, however, including the timing of fiscal and monetary stimulus withdrawals and consumer and business confidence, a range of between 2.5% and 3.4% growth is given for 2011. According to the World Bank's statistics, world trade fell by 14.4% in 2009, and is expected to grow by 4.3% in 2010 and 6.2% in 2011 – i.e. on this scenario it would not have recovered by 2011 to its 2008 level. The World Trade Organisation's data shows that the value of merchandise exports fell by a "staggering" 23% in 2009. Britain's merchandise exports in 2009 (\$2.8 trillion) were below those of Germany (\$9.0 trn), the Netherlands (\$4.0 trn), France (\$3.8 trn), Italy (\$3.2 trn) and Belgium (\$3.0 trn).
- 3.5 Unemployment rates internationally remain high, with an ILO 10.0% rate for the Euro area in February and a 9.7% rate for the US in March. Consumer price inflation is low in most countries, averaging 0.6% in the Euro area (February 2009 to February 2010). 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.
- 3.6 The Economist's poll of forecasters in April showed a reduced average expectation of 1.2% GDP growth in 2010 for the Euro area (compared with an expectation of 1.4% growth in February 2010). Reduced expectations for Italy and Sweden were the main reasons for the overall drop in expectations. The April poll showed an expected Euro area growth of 1.4% for 2011, unchanged from March's forecast.

- 3.7 China is expected to continue to grow very strongly for at least the next ten years, increasingly through domestic consumption growth – although it has recently overtaken Germany to become the world’s leading exporter, accounting for 9.6% of the global total. Growth of the Chinese economy will have implications for demand for raw materials from across the world, particularly from Africa, and hence the cost of these to Britain as an importer (exacerbated by sterling’s depreciated exchange rate).

4. The UK Context

- 4.1 The Treasury's comparison of 23 new independent forecasts received between March 3rd and 10th shows an average expectation of 1.2% GDP growth in the UK in 2010 (down from 1.4% in February 2010), with all expectations ranging from 0.7% to 2.2%. As noted in Section 3, the IMF expects UK growth of 1.3% in 2010 (up from its forecast of 0.9% in November). Average medium term projections for GDP growth in the Treasury's February comparison report were +2.1% for 2011, +2.4% for 2012, +2.7% for 2013 and +2.5% for 2014.
- 4.2 The latest indicators provided in the Treasury's Pocket Data Bank as at 9 April include the following. The % change is on a year earlier unless otherwise stated.

GDP	<i>Q4, 09</i>	0.4%
Service Sector Output	<i>3 months to Dec 09</i>	-2.5%
Industrial Production	<i>3 months to Feb 10</i>	+0.8%
Manufacturing Output	<i>3 months to Feb 10</i>	+0.8%
Whole Economy Investment	<i>Q4, 09</i>	-2.7%
Goods Exports (vols)	<i>3 months to Feb 10</i>	+1.7%
Halifax House Prices	<i>Mar 10 (monthly change)</i>	+1.1%
Nationwide House Prices	<i>Mar 10 (monthly change)</i>	+0.7%
Exchange Rate Index (2005=100)	<i>30th March</i>	78.7
Bank Rate	<i>latest</i>	0.5%
Long term Interest Rates	<i>30th March</i>	4.05%

- 4.3 Most of the above indicators that have changed since those as at 9th February 2010 given in Monthly Economic Report No 8 had improved, particularly manufacturing output and industrial production. The unusually severe winter weather will have had a detrimental effect on the recovery in the short term, however. There is now an expectation that the Bank Rate could still be below 1.0% by the end of the year.
- 4.4 The UK's GDP increased by 0.4% in the fourth quarter of 2009, compared with a decrease of 0.2% in the third quarter. The 4th quarter figure was revised upwards from an initial estimate of 0.1%. Services output rose by 0.5% in the fourth quarter, up from a fall of 0.2% in the previous quarter.
- 4.5 Manufacturing production rose by 0.8% in the fourth quarter compared with a decline of 0.3% in the previous quarter, but construction output fell by 0.9% after increasing by 1.8% in the previous quarter (possibly a seasonal effect and an effect of the harsh winter). Over the year, manufacturing output declined by 10.5% – the worst year since records began in 1948.
- 4.6 Business investment in the fourth quarter of 2009 is estimated to have been 4.3% lower than in the third quarter, and 23.5% lower than for the same period in 2008. Business investment by private and public sector manufacturing is estimated to have fallen by 5.0% since the third quarter of 2009 and by 32.3% since the fourth quarter of 2008. Services investment fell by an estimated 29.1% over the year, and construction investment by 21.8%.
- 4.7 The seasonally adjusted volume of retail sales in the three months to February 2010 was 1.6% higher than for the same period in 2009, continuing the improvement since May 2009, although January sales were the worst for 15 years due to the winter weather. Predominantly food stores sales fell by 0.5% and those by predominantly non-food stores rose by 8.4%. Sales in textile, clothing and footwear stores rose by 9.5% and sales in non-specialised stores by 9.7%. The British Retail Consortium's Retail Sales Monitor showed an increase of 2.2% between February 2009 and February 2010 on a like-for-like basis. Like-for-like growth for the quarter December 2009-

February 2010 over the same period the previous year was 2.2%, comprising 2.4% growth in food sales and 1.9% growth in non-food sales.

- 4.8 The Treasury's March comparison of new forecasts shows that, on average for 2010, overall GDP growth of 1.2% is expected, with growth expected in exports (5.2%), imports (4.6%), private consumption (0.5%) and Government consumption (1.5%). Fixed investment is expected to fall by a further 2.3%, having declined by an estimated 14.2% in 2009. GDP growth is expected to increase to 2.0% in 2011.
- 4.9 Unemployment in the UK fell marginally to 2.45 million (on the ILO measure) in the three months to January 2010 – an unemployment rate of 7.8%. Claimant Count unemployment in February fell by 32,300 to 1.59 million people, the largest monthly reduction in the Claimant Count since November 1997. The Treasury's independent forecasters expect (on average) that Claimant Count unemployment will continue to rise to 1.74 million by the fourth quarter of 2010 – about 60,000 people fewer than had been predicted in September 2009. This suggests that fears that unemployment would continue to rise strongly even after UK output had recovered are now less prevalent.
- 4.10 Average earnings including bonuses rose by 0.9% in the year to January 2010, up from the December increase of 0.7%. Including bonuses, there was no change in the private sector, but an increase in the public sector of 3.8%. Excluding bonuses, there was growth in private sector pay of 0.4% and 4.0% in public sector pay. According to ONS Income Data services, average public sector pay of £461 per week compares with a private sector average of £426. However, the independent Incomes Data Services research body's latest figures, based on 94 pay settlements, show average awards of 2.0% in private sector manufacturing, 1% in private sector services and just 0.4% in the public sector.
- 4.11 Retail Price Index year-on-year inflation was 3.7% in February 2010, unchanged from January. CPI annual inflation (the Government's target measure) was 3.0% in February, down from 3.5% in January, although still above the Government's target of 2%.
- 4.12 The output price index for home sales of manufactured products rose by 4.1% in the year to February 2010, with a 0.3% increase on January 2010. The input price index for materials and fuels purchased by manufacturing industry rose by 6.9% in the year to February 2010, compared with an increase of 7.7% in the year to January 2010.
- 4.13 The price per barrel of West Texas Intermediate was \$84.24 (provisional) on 12th April – an increase of 68.5% on a year earlier. Average petrol prices recently reached an all-time high of 120p per litre. The Economist's provisional 8th April sterling index of all commodities increased by 1.2% on the previous month, and by 26.1% on a year earlier.
- 4.14 Britain's public sector net debt fell from £870.0 billion at the end of December to £857.5 billion at the end of February (60.3% of GDP). The PBR forecast for 2009/10 is net borrowing of £178 billion. Redressing this deficit will inevitably require substantial reductions in public spending once the economy has clearly recovered from the recession (whichever party wins the General Election).
- 4.15 The FTSE 100 index has been making gains in the past month and was 5,778 on 12th April, which compares with its lowest level during the recession of 3,512.
- 4.16 According to the Halifax house price index, house prices fell by 1.5% between January and February 2010 after 7 consecutive months of growth, but recovered to grow by 1.1% between February and March. The latest Nationwide house price index also shows that prices recovered in March after February's dip, increasing by 0.7% month-on-month. Prices are currently high partly because of a lack of new properties coming on to the market, and with prospective buyers still

having more difficulty than prior to the recession in obtaining mortgages and further Government spending cuts likely, transactions could remain at a low level.

The March Budget

4.17 The key points from the Chancellor's Budget were as follows:

- April's scheduled increase in fuel duty to be staggered – with the tax rising by 1p in April, by another 1p in October and the final instalment of 0.76p in January.
- Stamp duty limit doubles from £125,000 to £250,000 for first-time buyers for two years, while there is an increase to 5% on £1 million-plus homes.
- Duty on beer, wine and spirits to rise 2% above inflation until 2015. Tax on cider increased by 10% above inflation this year.
- Tobacco duty increases by 1% above inflation and then by 2% in real terms each year until 2014.
- Inheritance tax threshold frozen for four years.
- Royal Bank of Scotland and Lloyds to provide £94 billion of new business loans, half of them to smaller businesses.
- £2 billion green investment bank to provide equity to unlock private sector energy investment.
- An increase in the threshold of the Annual Investment Allowance from £50,000 to £100,000, which will benefit particularly the manufacturing, transport / storage and construction sectors.

4.18 The package of tax cuts and spending increases amounted to £2.8 billion in 2010/11, but these were partly offset by tax increases, leaving a net injection of £1.4 billion.

4.19 The temporary increase in the lowest stamp duty threshold will mean that most first-time buyers do not pay the tax. At £250,000, more than nine in ten first-time buyers would have been exempt from paying stamp duty in 2009 compared with just over one in two if the lowest threshold had been £125,000.

4.20 According to the Treasury, "The Scottish Executive will benefit from an increase of £82 million as a consequence of increased spending by UK Departments. It will be for the Scottish Executive to allocate this spending. In addition Scotland will benefit from increased spending in reserved areas such as employment measures, support for mortgage interest and support for business."

5. Scotland's Economy

- 5.1 The most recently available statistics show that Scotland's GDP fell by 4.6% between the third quarter of 2008 and the third quarter of 2009, and by 0.2% between the second and third quarter of 2009 (seasonally adjusted). In the year to end-September 2009, output in the Scottish service sector fell by 3.5%, in the production sector by 8.4% and in the construction sector by 8.9%. In the third quarter of 2009, the service sector declined by 0.3%, the production sector grew by 0.9% and the construction sector declined by 1.6%. Scotland's GDP reduction reflects the fall in the UK's GDP over the same period. Over the course of the recession, GVA in the Scottish economy has fallen by 6.13% compared with a 5.73% contraction in the UK.
- 5.2 The Lloyds TSB Scotland business monitor for the three months to the end of February 2010 showed that 47% of firms reported a decrease in turnover and 25% an increase – a difference of -22% which compared with the previous quarter's difference of -8%. The most likely explanation for the worsening was the severe winter weather, which has clearly stalled Scotland's recovery from recession.
- 5.3 The latest quarterly figures (November 2009 to January 2010) show that Scotland's unemployment rose by 16,000 from the previous quarter and by 67,000 from the previous year. The rate of unemployment (the ILO measure) was, however, lower at 7.6% of the working population than the UK rate of 7.8%. The number of people claiming Jobseekers' Allowance also rose, to 146,910, during February (a rate of 4.5%) – 13,200 more than in December and 25,000 higher than a year earlier. These figures, allowing for seasonality, suggest that Scotland is on course for a slow recovery.
- 5.4 Like-for-like retail sales in Scotland were 1.1% lower in February 2010 than in February 2009. It was the worst February since records began in 1999 for both like-for-like sales and total sales, which can be partly attributed to the cold and snowy weather. For the 25th consecutive month, sales growth of food outstripped that of non-food goods.
- 5.5 Scottish manufactured export sales increased by 2.9% in real terms in the 4th quarter of 2009 (seasonally adjusted), but decreased by 10.1% in real terms over the year. Over the quarter, growth in exports was achieved in chemicals, coke, refined petroleum and nuclear fuel (+9.4%); textiles, fur and leather (+7.7%); metals and metal products (+5.1%); engineering and allied industries (+3.0%); and food, drink and tobacco (+1.2%), whilst there were declines in wood, paper, publishing and printing (-7.9%) and other manufacturing (-0.3%). Over the year to December 2009, export sales fell in most industries, including metals and metal products (-24.1%); textiles, fur and leather (-17.4%); engineering and allied industries (-14.7%); chemicals, coke, refined petroleum and nuclear fuel (-9.8%); wood, paper, publishing and printing (-9.2%); and other manufacturing (-0.9%), whilst growth was achieved in food, drink and tobacco (+0.8%).
- 5.6 This was the second successive quarterly increase in Scotland's manufactured exports. The expansion of the Scottish Manufacturing Advisory service has doubled the number of companies that the service can reach.

Fraser of Allander February 2010 Economic Commentary

- 5.7 The most recent 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)	-4.8	0.6	1.6	2.2
Claimant Count Unemployment (%)	4.9	5.4	4.6	3.7

- 5.8 Fraser of Allander improved their outlook of the recovery since their November report, in the most likely “central” scenario, although “A weak recovery for the Scottish economy is in prospect”.

Tourism

- 5.9 According to the UK Tourism Survey, domestic trips to Scotland grew by 3.0% between January and November 2009 compared with the same period in 2008. Visitor nights increased by 4.9%, although spending fell by 2.3%. Visits from overseas, according to the International Passenger Survey, fell by 1.6%, visitor nights increased by 5.3% and spending increased by 0.2% between January and October 2009, compared to the same period in 2008. Between January and November 2009, according to the Scottish Accommodation Occupancy Survey, hotel room occupancy was the same as January-November 2008, guest house / Bed and Breakfast room occupancy was 2% higher, and self-catering unit occupancy 1% lower. Signs for the global tourism market are more encouraging for 2010.

The Economic Recovery Plan Update, 3 March 2010

- 5.10 Key features of the March update include the following:

Prospects

The latest evidence suggests that the Scottish economy was close to emerging from recession in the final quarter of 2009. The recovery is expected to gather pace in 2010, as business surveys report an improved outlook for the first half of the year. As in the UK, the recovery is expected to be modest, with independent forecasts suggesting growth of between 0.3% to 1.0% in 2010 – considerably below average rates of growth in the years before the recession.

Accelerated Capital Spending

The Budget for 2009-10 accelerated £293 million of capital spending into 2009-10, whilst an additional £53 million was accelerated into 2008-09. Analysis using the Scottish Government input-output model estimates that, in total, this accelerated capital investment has supported over 5,000 jobs in the Scottish economy over the period, including over 3,000 jobs in the construction sector.

It is estimated that the programme will also have significant employment impacts throughout the Scottish economy, including manufacturing (over 800 jobs), finance and business (over 750 jobs), distribution and catering (around 140 jobs), and transport and communication (around 120 jobs). The remaining jobs are spread across other sectors of the economy, including agriculture, forestry and fishing; energy and water; and other services.

Low Carbon Economy

A new 2020 Delivery Group was established in December 2009 to ensure that all sectors of Scotland’s economy and civic society contribute fully to achieving the Climate Change Delivery Plan which includes the target of a 42% reduction in emissions over the next decade.

Renewables Infrastructure

Stage one of the National Renewables Infrastructure Plan, launched in February, identifies sites required for large-scale infrastructure investment in the offshore wind, wave and tidal sectors. These will enable Scotland’s renewables industry to capture a share of the £100 billion plus investment in wider UK and North Sea wind farms. Scottish Enterprise and Highlands and Islands Enterprise will now work more intensively with key port owners, the Crown Estate, renewable energy developers and the Scottish Government to develop robust investment plans.

The recent consent for the upgrade of electricity infrastructure from Beaully to Denny releases huge potential to develop Scotland's renewables sector, where over 600MW of additional capacity has been consented in the past 12 months, with a further almost 2.7GW in the planning pipeline.

Offshore wind is the biggest near-to-market opportunity in Scotland's low carbon economy. The Scottish Government are now developing a comprehensive off-shore wind route map with key industry and public sector bodies, which will detail the steps to create tens of thousands of new Scottish jobs and over £20 billion of investment by 2020.

As part of this work, discussions have already taken place with the European Investment Bank on the opportunities for it to become involved. The Scottish Government also intends to host a large-scale finance conference in Scotland later in the summer, which will stimulate new investment models and ideas for the funding of offshore infrastructure and Scotland's low carbon transition more widely.

The Scottish Government will also shortly publish a low carbon discussion document, which aims to raise awareness of the economic opportunities and challenges that Scotland faces in the transition to low carbon. Together, with its key partners, it will draw on the responses to this consultation to shape a Low Carbon Strategy for publication later this year

Scotland's Key Sectors

Tourism

Tourism is among the largest contributors to the Scottish economy. In 2008, total tourist expenditure in Scotland was £4 billion. Plans to build on the success of Homecoming are now underway. From May 2010 to April 2011 there will be a national celebration focusing on Food and Drink, with plans for further themed years in the promotion of Scotland. Visit Scotland recently launched its new £1.25 million European marketing campaign for 2010.

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 has been targeted to support artists and creative practitioners. The fund includes £1.5 million for a Digital Media initiative in partnership with SE (who have committed £1.5 million match funding) and other investors, and £1 million for an enterprise support programme for start up creative entrepreneurs.

Financial Services

In November 2009, the European Commission approved plans by RBS and Lloyds Banking Group to divest parts of their organisations to meet EU State Aid Rules. Divestments from each bank – which will take place over the next four years – will represent a viable stand-alone entity, together representing nearly 10% of the UK retail banking market.

Food & Drink

The recently refreshed food and drink strategy for Scotland provides strong direction for longer-term expansion of the sector, aiming to grow the industry from £10 billion to £12.5 billion by 2017.

Life Sciences & Universities

The 'Science Graduates for Work' programme, launched on 1 March 2010, is an innovative pilot initiative designed to help unemployed science graduates become 'work ready' by providing them with technical laboratory skills and industrial awareness.

The Universities Budget for 2010-11 shows a further increase of 2% in real terms and over 4% in cash terms next financial year. Universities' share of Scottish Government spend remains higher, at over 3.85%, than to the pre-2007 level of 3.73%.

Infrastructure

The Government will maintain the Air Discount Scheme, which makes air travel more affordable for the residents of the remotest communities, and the three Public Service Obligation air services (Glasgow to Barra, Campbeltown and Tiree) which cannot be provided commercially.

The Scottish Government has already made significant progress in improving broadband availability in Scotland. As a direct result of government intervention, availability of a basic, affordable broadband service is now over 99% – comparable with the rest of the UK, and ahead of most of Europe.

Schools Building Programme

In June 2009 it was announced that there would be £800 million of additional government support towards a new £1.25 billion school building programme, which will see around 55 schools rebuilt or refurbished between 2010 and 2018.

Affordable Housing

Through the affordable housing investment programme, £675 million will be invested in affordable housing in 2009-10 including an accelerated £80 million for the Affordable Housing Investment Programme (AHIP).

£75 million has been made available to local government to kick-start a new generation of council house building. The first two rounds of funding have seen around £50 million allocated to support over 2,300 new homes across 22 local authorities. A third round, providing an extra £25 million, was launched at the beginning of February.

Investment

Scottish Development International

SDI has launched a new 'partnership approach' with Scottish Chambers International and Scottish Council for Development and Industry. A joint £7.5 million funding application to the 2007-13 European Social Fund Programme was announced in late December 2009.

Despite the very challenging global trading conditions, SDI has helped secure new projects to bring and retain jobs from overseas investors. Between 1 April 2009 and 31 January 2010, SDI secured 1,764 planned high value jobs through inward investment.

Access to Finance

In the coming months, the Scottish Government will provide more detail on the Scottish Investment Bank (SIB), and specifically how support will be delivered to those companies that can best contribute to Scotland's economic recovery and growth. Initial SIB activity will comprise SE's three existing, mainly equity-based funds: the Scottish Venture, Coinvestment and Seed Funds. In total, this amounts to combined funds of around £150 million. This is currently invested, alongside the private sector in a number of young, innovative and high growth potential Scottish SMEs. The Scottish Government has also recently allocated an additional £10 million towards the SIB through new savings from across the Scottish Government.

Education and Skills

Funding of £16 million has been provided for an additional 7,800 apprentices.

In January 2010, the Scottish Government announced that businesses of all sizes and in all sectors would be eligible for £1,000 to take on a new apprentice between January 11th and March 26th. The £4 million scheme is available for up to 4,000 employers.

Community Planning Partnerships

The Fairer Scotland Fund have allocated £145 million a year to CPPs to address regeneration locally and, at the Jobs Summit in January, the First Minister announced an additional £1.2 million to Argyll and Bute Council where £8 million has been made available for CPPs from European Structural Funds.

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.

Spring Budget Revision

5.11 The Scottish Government's Spring revision to its 2009/10 budget has enabled more money to be invested in economic recovery. The main changes included:

- The Scottish Funding Council will receive an additional £20 million, largely from savings secured from across other portfolios, to help it meet the costs resulting from increased levels of Higher and Further Education students entering the system this year.
- Confirmed allocation of £31 million in consequentials from the UK Budget to meet housing need and accelerate and sustain investment in affordable housing across the country.
- £10 million contribution towards the Scottish Investment Bank activity to support access to finance for firms to contribute towards Scotland's economic growth. The funds are being re-allocated from savings from across the Scottish Government.

The Scottish Government 2010/11 Budget

5.12 Measures within the £30 billion budget include:

- Further to the £20 million of additional funding for Further and Higher Education provided in the Spring 2009-10 Budget Revision, the Scottish Government is providing an additional £10 million in 2010-11, drawing on the budget consequentials arising from the December 2009 Pre-Budget Report, to ensure that demands continue to be met in the academic year 2010-11.
- Maintaining the high level of Modern Apprenticeship (MA) opportunities, making available 15,000 MA places, which, alongside other flexible training opportunities, amount to a package of 34,500 new training places in 2010-11.
- Establishing a new area-based, universal access £10 million Home Insulation Scheme, drawing on the budget consequentials arising from the December 2009 Pre-Budget Report, which will enable the Government to offer home insulation measures to around 90,000 homes in the course of 2010-11.

- Committing, in full, the £2 million Barnett consequentials received as a result of UK Government expenditure on its boiler scrappage scheme to support boiler scrappage in Scotland, as part of the Scottish Energy Efficiency Action Plan.
- Increasing the thresholds of the Small Business Bonus Scheme to ensure that Scotland provides the best package of small business rates relief available in the United Kingdom. From April 1st, almost 60% of all business premises will be better off, with average savings on their business rates bills of over £1,300.

State of the Economy – Report by Andrew Goudie

5.13 In his most recent report (December 2009), Andrew Goudie's analysis of the future prospects of the Scottish Economy included the following points:

- Weak demand in the economy indicates that unemployment may continue to rise even when growth returns to the Scottish economy.
- Forecasts predict a slow recovery in 2010, with only modest growth likely.

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 February 2010. On the Claimant Count measure, unemployment in the Travel to Work Areas (TTWAs) in the HIE area was 3.3% in February 2010 (8,684 claimants), compared with 4.5% in Scotland and 4.3% in Great Britain*. The highest local rates were in Wick (5.5%) and Dunoon and Bute (5.1%). The number of people claiming unemployment benefits in February 2010 increased by 2.7% from January, and was 8.8% higher than in February 2009. Details are provided in the March 2010 Unemployment digest produced by HIE's Planning and Economics team.
- 6.2 On the more comprehensive ILO measure of unemployment, which now 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 a February 2010 rate of 5.0-5.3%.
- 6.3 Vacancies notified to Jobcentre Plus offices increased by 437 (37.1%) between January and February 2010 in the Highlands and Islands, to 1,612, with large increases in Orkney (+126.9%) and Argyll and the Islands (+57.9%), but with a reduction of 42 in Moray (-14.7%). The number of live unfilled vacancies in the Highlands and Islands increased by 1.1% over the period, from 1,253 to 1,267. Notified vacancies in the Highlands and Islands, however, fell by 16.0% between February 2009 and February 2010.
- 6.4 The large increase of vacancies notified between January and February 2010 is a good indicator that the region is beginning to recover from the recession, although Claimant Count employment is still rising.
- 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 a number of major projects has been delayed). This reflects the growth impetus in the area, especially around the Moray Firth and in Shetland, that preceded the recession. There has been more optimism in the region's construction sector and improved order books, although reduced funding for affordable housing and other public expenditure cuts are of concern.
- Opportunities to attract tourist visitors from the UK and overseas through the continuing depreciation of sterling, building on a successful 2009 season (as illustrated at 6.6-6.7 below). Seasonal recruitment should start to reverse the upward trend in unemployment in most parts of the Highlands and Islands.
- 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). In 2008/09, the UHI partners together had 4,896 full time equivalent undergraduates (3,646 excluding Perth College). Appendix 1 provides details by category of course. 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.

* 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 c5.1%.

- 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).
- 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. EMEC has received substantial new UK Government funding to increase its capacity, and engineering-related employment in both Caithness and Orkney should grow further as Pentland Firth projects come on-stream (see 6.12 below).
- 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. A focus on non EU markets would be particularly beneficial.
- 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 previous Monthly Reports, the major operators have been achieving high levels of profits and are planning to expand. Landcatch made an increased profit in 2009, but had reduced turnover due to ISA in Shetland, while Lighthouse Caledonia made record pre-tax profits of £4.2 million for the last quarter of 2009 compared with losses of £768,600 a year earlier. Turnover increased to £21.4 million against £9 million the previous year, and the company expects to increase its harvest volumes further for a market expected to remain strong throughout 2010.

More than 13 million Scottish salmon were exported in 2009, an increase of 24% on the previous year. The industry expects to grow its value by £150 million over the next five years, creating up to 400 jobs.

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 reduced grant levels for funding house building by the area's housing associations significantly reducing affordable housing development.
- 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 2009 school, college and University leavers (and probably for 2010 leavers), especially employment that requires their qualifications.
- 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). Examples of recently announced and potential cuts are given in Section 7 below.
- 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, including a number of food processors.
- 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 October 2009 Scottish Visitor Attraction Barometer Report provides the following evidence of increased visits in 2009 in almost all parts of the Highlands and Islands. The January to October 2009 figures showed higher increases from 2008 than the January to July annual comparison – i.e. August, September and October were particularly strong months.

	% change Jan-Oct 2008 on Jan-Oct 2009
Caithness & Sutherland	-1.9
Inner Moray Firth	+13.2
Lochaber	+6.0
Skye & Wester Ross	+11.8
Orkney	+1.4
Outer Hebrides	+10.0
Shetland	+2.3
Moray	+7.3
Argyll and the Islands	+4.8
Scotland	+3.6

- 6.7 The RET pilot and the introduction of Sunday sailing between Ullapool and Stornoway have helped the Outer Hebrides, although the Western Highlands also had a very good year. Skye and Lochalsh had a particularly successful season, with Eilean Donan Castle reporting an increase of around 25% on 2008 to around 300,000 visitors for 2009. Shetland (+24.7%), Orkney (+15.1%), Argyll and the Islands (+12.3%) and the Inner Moray Firth (+11.5%) achieved large increases in October 2009 compared with October 2008. Only Caithness and Sutherland experienced a decrease in October 2009 on October 2008, of 7.4%.
- 6.8 The tourism industry in the Highlands and Islands might not have as strong a year in 2010, however, even if (as expected) 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.

Skiing

- 6.9 The four ski centres in the Highlands and Islands had achieved a total of about 226,000 skier days by early April (excluding season ticket holders). This total comprises: Cairngorm (just over 130,000), the Lecht (c40,000), Nevis Range (c32,000) and Glencoe (c24,000). This total to-date of 226,000 compares with a total of 116,885 skier days for the whole of the 2008/09 season, including season ticket holders (which was fairly typical of the period since 2002/03). Cairngorm report their best year for 15 years, and expect skiing to continue into May. Glenshee has achieved 116,500 skier days to-date.

House Prices

- 6.10 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		Volume	
	Mar 09 - Feb 10 £	Annual Change (%)	Mar 09 - Feb 10	Annual Change (%)
Argyll & Bute	152,725	1.7	1,233	-20.5
Eilean Siar	90,782	-9.3	214	-26.7
Highland	153,953	-1.5	3,367	-10.3
Moray	140,615	-4.1	1,370	-7.6
Orkney	113,831	-2.7	279	-21.0
Shetland	104,199	-5.2	254	-19.9
Scotland	151,107	-2.4	71,359	-21.5

- 6.11 House prices were particularly high in Highland and Argyll and Bute, 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 defence-related jobs the main exception. The Outer Hebrides experienced the largest fall in house prices in the year to February 2010 compared with the same period one year earlier, as well as the largest reduction in volume.

Renewable Energy

- 6.12 The Crown Estate announced the first round of Pentland Firth seabed leases in March, which included 10 sites with generating potential of 1.2 gigawatts. The sites are as follows. All are off Orkney except Armadale and Ness of Duncansby.

Wave:

- SSE Renewables Developments Ltd – Costa Head (200MW)
- Aquamarine Power Ltd & SSE Renewables Developments Ltd – Brough Head (200MW)
- Scottish Power Renewables UK Ltd – Marwick Head (50MW)
- E.ON – West Orkney South (50MW)
- E.ON – West Orkney Middle South (50MW)
- Pelamis Wave Power Ltd – Armadale (50MW)

Tidal:

- SSE Renewables Developments (UK) Ltd – Westray South (200MW)
- SSE Renewables Holdings (UK) Ltd & OpenHydro Site Development Ltd – Cantick Head (200MW)
- Marine Current Turbines Ltd – Brough Ness (100MW)
- Scottish Power Renewables UK Ltd – Ness of Duncansby (100MW)

- 6.13 Successful developers will need to carry out environmental studies in order to get final approval from Marine Scotland, and most firms do not expect to get their first machines installed before 2012/2013.

- 6.14 The extra capacity through the £330 million upgrade of the 137 mile Beaulieu-Denny power line now approved by the Scottish Government is a pre-requisite of realising the potential from new renewable energy developments in the north of Scotland. Potentially, the projects could generate £3-4 billion of investment, create “several thousand jobs by 2020, and power up to 750,000 homes. It is important, however, to appreciate that the technologies are as yet unproven – although the development and testing of prototypes, in themselves, offer major opportunities for Highlands and Islands sites and businesses.

- 6.15 The Inner Sound – the stretch between the mainland and the uninhabited island of Stroma – did not feature on the Crown Estate list. It is the preferred site for Atlantis Resources Corporation, one of the world’s biggest tidal power developers. Atlantis last year provided information to HIE about plans for a venture off Stroma which would power a 30-megawatt computer data processing centre near the Castle of Mey. The venture, costing up to £2 billion, is intended to create 100 jobs in the first two to three years, potentially rising to as many as 700. Its bid in the initial round foundered after its joint venture partner, Scandinavian renewable energy Statkraft, pulled out. Atlantis has stressed that it remains committed to the Pentland Firth and the Crown Estate has indicated that it may be prepared to consider having a second mini-round to facilitate a development in the Inner Sound.
- 6.16 The Scottish Government has set up a new £12 million fund to support the testing of prototype devices. The Wave and Tidal Energy, Research, Development and Demonstration Support fund (Waters) will be managed by Scottish Enterprise in partnership with the Scottish Government and Highlands and Islands Enterprise.
- 6.17 The Scottish Government’s £10 million Saltire Prize for marine energy has been delayed until 2017, although it is now formally open for applications.
- 6.18 Renewable UK, which has 565 members, has called for the UK Government to invest a further £150-200 million in wave and tidal energy over the next parliament.

Highland Airways

- 6.19 Highland Airways has gone into administration after 19 years of operation. The airline operated lifeline passenger services from Inverness, Stornoway, Benbecula, Oban, Coll, Tiree and Colonsay. The Western Isles Council paid £464,446 a year for the daily Stornoway-Benbecula service, and Argyll and Bute Council paid £452,700 a year for flights linking Oban with Coll and Colonsay. Efforts to find new investors were unsuccessful and 80 employees lost their jobs with immediate effect. Argyll and Bute Council came to an agreement with Hebridean Air Service to resume its Public Service Obligation routes.

Population Projections

- 6.20 The most recent projections from the General Register Office Scotland (GROS) for the Highlands and Islands Local Authority areas indicate strong population growth by 2033 in Highland (+17.6%) and Orkney (+12.1%), modest growth in Moray (+2.9%) and declines in the Western Isles (-4.1%), Argyll and Bute (-5.7%) and Shetland (-7.5%). If the Argyll and Bute trend applies proportionately to Argyll and the Islands, the HIE area’s population would increase as follows:

	Population	% Change on 2008
2008	446,207	
2018	464,305	+4.1
2033	483,018	+8.2

- 6.21 This growth of 8.2% by 2033 compares with projected growth of 7.3% in Scotland and 16.8% in Great Britain. By 2033, the number of people aged 30-64 in the six Local Authority areas that broadly comprise the HIE area is projected to have fallen by more than 10%, and in Shetland the number of people aged up to 49 is projected to have fallen by more than 30%.
- 6.22 These population projections are based on demographic structure in 2008 and estimates of births, deaths and migration. In-migration to the Highlands and Islands for employment in recent years

(particularly from the new EU countries) was high prior to the recession, and continuation of this is a key factor in the projections, particularly for Highland.

HIE's Staffing

- 6.23 53 staff who volunteered for redundancy have now left HIE's employment, saving around £2 million per year (not including redundancy payments).

Ferry Fares

- 6.24 The Scottish Government has announced an increase of 2.4% in west coast ferry fares on top of a previously confirmed 2% increase. The increases apply to the RET pilot routes as well as other services.

Petrol Prices

- 6.25 A survey by the West Highland Free Press gives a number of examples of petrol and diesel prices all above the now highest ever national average price of around 120p per litre. The highest price for petrol on 6 April was 130p (compared with 110p on 29 May 2009) and for diesel 131p (compared with 116.5p).

The Highlands and Islands Film Commission

- 6.26 The Commission will become dormant in 2010/11 following the withdrawal of Moray Council at the end of March 2010 and the previous withdrawal of CnES in 2008. Highland Council is to adopt a fresh approach to its own film commission-related activity. This includes the improvement of the location database information, the development of closer working relationships with local tourism organisations and working with Highlands and Islands Enterprise to help deliver its creative industries sectoral strategy.
- 6.27 Highland Council report also recommended that the promotion of the Highland film industry be done as part of a nationwide team, with more advantage being taken of the Office of British Film Commissioner and Scottish Screen.

Agriculture

- 6.28 The Scottish Government has announced that the bull hire scheme is to continue, although the cost of hiring a proven stock-getter from the stud farm in Inverness is to rise from the current figure of £1,110 to £1,350.
- 6.29 A three year £950,000 initiative to develop new techniques to guarantee the eating qualities of Scottish beef is underway, funded by the Scottish Government and Quality Meat Scotland.

Overseas Market Opportunities

- 6.30 HIE is focusing more dedicated staff to work within Scottish Development International (SDI), which offers access to business support internationally, including operations in 27 countries. Representatives for food and drink, tourism and life sciences are the latest members of a team of nine providing international advice to local businesses across a broad range of sectors.

7. Sub-Regions

7.1 The notes below relate to events and announcements between early February and early April 2010.

Highland

7.2 The Claimant Count unemployment rate in Highland remained at 3.4% between January and February 2010, up from 3.1% in December 2009. Between February 2009 and February 2010, the number of people unemployed rose by 9.3%, an increase in the rate from 3.1% to 3.4%. The main areas of increase from February 2009 were Wick (up from 4.2% to 5.5%), Dornoch and Lairg (up from 3.2% to 3.8%) and Thurso (up from 3.1% to 3.6%). Wick had the highest unemployment rate of the HIE Area Travel to Work Areas in February 2010. Ullapool and Gairloch (2.8%) and Badenoch (2.3%) had the lowest unemployment rates in Highland in February 2010.

7.3 695 people in the Inner Moray Firth had been unemployed and drawing benefit for more than 6 months in February 2010, an increase of 101.4% from February 2009. 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 (+50.0%) and Lochaber, Skye and Wester Ross (no change).

7.4 In February 2010, Notified Vacancies in Highland (983) were higher than in January 2010 (624) but lower than in February 2009 (1,074). Live Unfilled Vacancies at 769 were 12 down from February 2009.

Events and Announcements

- Highland Council requires to save a further £36 million over the next three years, on top of savings of £23 million already agreed. This could result in the closure of schools and community centres, privatisation of care homes, swimming pool closures, further grant reductions to voluntary organisations, and the reduction of teaching posts. The Council is carrying out a four month public consultation exercise to help determine where savings should be found. The Council agreed to a freeze in Council Tax levels for the fourth consecutive year.
- Scottish Government funding for Housing Associations in Highland has been almost halved from £32 million to £17.5 million in 2011-12, which means that substantially fewer than the targeted 350 affordable houses will be built. The Highland Council has recently agreed £4 million of interest free loans and grants to Housing Associations through its land bank fund to enable almost 100 affordable homes to be built, including within the Westercraigs development in Inverness.
- Two large construction projects at Dounreay were postponed following a reprioritisation of projects. A third large construction project, a new near-surface dump for solid low-level waste, is due to get underway in spring 2010, which will employ 100 people. The NDA has confirmed that the Dounreay annual budget will remain at £150M for 2010-11 and 2011-12.
- Dounreay Site Restoration Ltd announced that up to 180 jobs will be lost from its in house workforce over the next three years. DSRL currently provides almost 1,000 jobs, which will be phased out as the decommissioning continues. Following the announcement, the Managing Director of Dounreay Site Restoration Ltd suggested that the timing of the release of skilled people currently employed in the decommissioning of the nuclear power plant can be planned to correspond with growth in the tidal energy industry, allowing the north of Scotland to retain skilled workers.
- ABSL Power Solutions battery factory in Thurso has secured a £4.6 million contract from the MoD which will secure its 65 strong workforce and help it to retain its leading position in the portable power technology market.

- MIDS, based in Caithness, is to demonstrate its renewable power turbine in the Amazon River in Brazil as part of a twelve-month trial. Twenty-four staff at MIDS will take three months to complete the full-scale version.
- Eastern Airways has introduced a connection from Wick to Bergen, Norway's second largest city. The daily flight transfers through Aberdeen and is aimed primarily at business users.
- Caithness Stone Industries has been awarded a multi million pound contract to provide stone for Aberdeen University's new £57 million library, following a £1.25 million investment in new machinery last year.
- The All Star Factory Cinema in Thurso has been sold. The deal will not be finalised for around a month and no details of the purchaser or their future plans have been divulged. The complex had provided employment for around 15 staff, mainly on a part time basis.
- The £15 million plan to revitalise John O'Groats includes restoration of the hotel to provide 16-20 five star holiday apartments, and 20 luxury residences with glass fronts to develop a "Nordic" harbour-side village feel.
- The 22 bedroom 4 star Royal Golf Hotel in Dornoch has re-opened as part of a £9 million investment, and the consortium undertaking the development, Royal Golf Dornoch Ltd, is submitting a planning application to build golf lodges in the hotel grounds.
- Nigg Yard owner, KBR, has said that "though the facility is uniquely qualified and positioned to support fabrication and the marine industry, KBR has not been successful in its efforts. The company will continue to seek alternatives for re-deploying the Nigg yard, including the prospective sale of the facility." (17 April update)
- Global Energy Group is seeking to build a large fabrication shed at Invergordon harbour to secure 220 jobs and potentially provide 700 more. The shed would replace its existing facility at Nigg yard, the lease on which expires at the end of May.
- NHS Highland is seeking £14.322m savings in the 2010/2011 financial year. £1.206m is to come from the North Highland Community Health Partnership, £4.261m from Raigmore Hospital, £3.188m from Argyll and Bute CHP, £2.102m from the South East CHP and £1.491m from the Mid-Highland CHP, with further savings in healthcare purchases, the corporate department, facilities and the pharmacy. Projected savings beyond 2010/11 are likely to range from £14 million to £22 million per annum.
- The Scottish Futures Trust has given NHS Highland £1 million towards replacing a medical centre at Tain.
- Plans for Phase 4 of the Centre for Health Science in Inverness include a Primary Care Centre with facilities for research, undergraduate, post-graduate and CPD study in Rural Primary Care, and a Centre for Wellbeing that would enable students to research wellbeing issues in healthcare, the workplace, and social services. A Natural Product Network is also being explored, which would be centred in Dunstaffnage but be linked with the CfHS and other regional interests across Scotland. Within the existing CfHS, a lipidomics research unit is being set up to pioneer international research into the effects of fats on the development of diabetes, heart disease and strokes. This will add six posts to the 250 plus staff working at the CfHS who earn an average salary of around £45,000.
- Council approval has been given to a 33 wind-turbine development on the Dunmaglass Estate south of Inverness. Also, SSE has submitted a planning application to erect meteorological masts at Balmacan between Drumnadrochit and Glenmoriston, and plans have recently been

publicised for a £200 million 55 turbine wind farm at Moy close to an existing 40 turbine wind farm at Farr (with other projects also in the pipeline).

- Work has begun on a £5m expansion of Tesco's Inshes store, which will close between the 3rd of May and the 12th of July.
- Flybe are ceasing to operate their Inverness-Edinburgh route, after decreasing passengers made the route unsustainable.
- The Crown Court Hotel in Inverness has a new owner, after the business went into administration in February, with the loss of 10 jobs. Two of the employees have been rehired, and four new posts may be created.
- A £2 million revamp is planned for the Highlanders Museum at Fort George, which houses one of the largest regimental collections outside of London. The facelift will involve the introduction of interactive exhibits, a new archive unit and educational space.
- Aigas Community Forest has had its bid to buy Aigas Forest under the National Forest Land Scheme accepted by the Forestry Commission. The community in Lower Strathglass has until June 2011 to raise the £750,000 required to purchase the 700 acres of forest. Plans include small scale timber production, deer management, renewable energy, woodland burials, wildlife tourism and the creation of several woodland crofts.
- Premier Inn, a budget hotel chain, has announced £17 million plans for two projects in Inverness – a 100 bed hotel on the site of the derelict Loch Ness House Hotel and a 76 bed hotel on the site of the former bingo hall on Huntly Street.
- Gael Force Marine has designed a 400 tonne anchor to tether wave and power units. This could lead to a second construction pontoon being installed at its South Kessock yard and increased employment.
- Following the release of plans by Jacobite Cruises for a new £2.3 million harbour nearby, the Bremner family have announced proposals to develop the harbour at Brackla, below the Clansman Hotel, with jetties and moorings for private boats and canoes, café, shop, public toilets and picnic area.
- BT Global Services has announced plans to close its call centre in Fort William, with the loss of 45 jobs, as part of a rationalisation programme. BT sites at Thurso and Alness will not be affected by the plans. The date for closure will be announced in early May.
- Ashford Property have confirmed that development of the site of the former McTavish's Kitchen and Grand Hotel in Fort William could be underway in autumn 2010, despite the collapse of their former partners, Kilmartin Property Group Ltd. They completed a deal with the receivers of their former partners to take over their share in what had been a joint venture to ensure that the project remains on track, provided they get 50% of the retail space pre-let.
- Plans for two major new developments in Fort William have been presented to the public – a development at Blar Mhor incorporating 300+ houses, a new school, hotel, supermarket, leisure facilities and food and drink outlets; and a 59,000 sq ft food retail store on a 3 acre site south of the entrance to the Alcan smelter.
- Nevis Bakery has bought a larger unit next to its existing premises on the Annat Industrial Estate at Corpach to help it to meet demand for its premium biscuits, shortbread and oatcakes.

- The Nevis Partnership is to cease operations next year once existing obligations have been met, with the loss of 3 staff members. This came after severe budget cuts by Highland Council and means that £2.5m of repairs to the lower Ben Nevis track will not be completed. Volunteer run “Friends of Nevis” is planning to take a bigger role in the care of the Ben and the Glen, and is seeking to establish itself as an independent entity eligible to apply for development funding.
- Morrison Construction has been awarded the contract for the latest phase of development work at Lochaber High School by Lochaber councillors. This brings total investment by Highland Council in the school to £15.1m.
- A £4m school hostel in Mallaig has opened to house students from Canna, Eigg, Muck and Rum and the Knoydart Peninsula coming to study at Mallaig High School. It currently has 12 residents, although it is hoped to build this number up to 30 in the next 3-4 years.
- Arjo Wiggins Group donated two woodlands near Corpach to the Kilmallie Community Council provided that the woods would remain as they are and the group would pay the legal costs associated with the transfer of ownership, which they were able to do as they had already raised the necessary funds.
- The ownership of land, housing and other assets in Kinloch village, Rum, has been transferred from Scottish Natural Heritage to the Isle of Rum Community Trust.
- Dunvegan firm Gaeltec went into administration at the end of March, with a loss of 12 jobs unless a buyer can be found by the administrators. The company, which manufactured a range of pressure sensors, had debts to HMRC of £28,000 in unpaid national insurance contributions.
- National homeware retailer Au Natural and co-store Ethel Austin went into administration, although it is uncertain when trading will cease. The company has stores in Inverness, Fort William and Dingwall.
- The Cromarty Ferry Company commissioned a new £500,000 vessel to take over the Cromarty-Nigg summer crossing, which will go into service in June. The new vessel will have larger capacity and be more reliable than its predecessor.
- Work has begun on the £24m water works which will create a new drinking water supply for Aviemore. Work is expected to take up to three months.
- An investment of just under £6m in improvements to the A9 has been announced by the Transport Minister. Improvements include a £2.6m contract for an overtaking lane at Moy, a £2.6m road surface upgrade scheme at Ralia by Newtonmore and dualling between Birnam and the Jubilee Bridge, north of Dunkeld. The project will sustain 50 jobs throughout the year.
- Planning consent has been given to convert a chicken rearing business at Clephanton near Nairn into a fish processing and packaging factory that could create up to 180 jobs.

Shetland

- 7.5 The Claimant Count unemployment rate in Shetland in February 2010 (1.5%) – 202 people – was up from 1.4% in January. 15.4% more people were unemployed in Shetland in February 2010 than a year earlier, when the rate was 1.3%.
- 7.6 Notified Vacancies in February at 48 were 10 lower than in January 2010 and 36 lower than in February 2009. Live Unfilled Vacancies in February 2010 (33) were 17.5% lower than in February 2009.

Events and Announcements

- As part of its £2.5 billion Laggan-Tormore project, TOTAL has been granted planning permission to build a £500m gas plant at Sullom Voe, which will provide opportunities for local contractors. The gas plant is expected to take four years to construct, requiring up to 500 workers at its peak, with about 60-70 permanent jobs created after its start up in June 2014. The company has also awarded a \$210m contract to provide the subsea production equipment. The Irish company Roadbridge was given a contract to build the road and prepare the site.
- Construction is beginning on the extension of the Tesco supermarket in Lerwick, which will take its total floor space from 12,874 sq ft to 34,186 sq ft. This development has raised concerns about the sustainability of the High Street.
- Construction firm JHB Ltd has gone into administration, with the loss of around 30 jobs, after 24 years of trading in Shetland.
- Plans have been put forward for a £1.3 million new agricultural museum, which could be built within the next three years and attract up to 6,000 visitors annually.
- Communities in Shetland are to benefit from £150,000 in grants from the Climate Challenge Fund to reduce carbon dioxide emissions through a variety of projects. The majority of the money will go towards the construction of polytunnels and allotments to help people grow their own fruit and vegetables.
- Historic Scotland is to contribute £149,000 towards the restoration of Brough Lodge, which will be used as comfortable lodging for residential courses for special groups, such as photography, archaeology, Shetland music and knitting.
- The Scottish Government has cut funding to Shetland's housing association from £3.8m to £2m as funding allocated for this year had been brought forward to the last two years. Hjaltland Housing Association will be able to continue their development plan to build new affordable houses in Shetland, due to deals in place with SIC, although on a smaller scale than planned.
- SIC's economic development budget is being cut for the financial year 2010/2011 by 24.6% from £9.9m to £7.4m. Grant funding for fisheries and aquaculture, tourism and heritage, agriculture, general industry, telecommunications and creative industries, energy and community enterprises is being cut, with tourism worst hit with a reduction from £1.4 million to £580,000. Marketing and promotion spending however is to be increased by 31% and events support by 16%.
- NHS Shetland received a 2.25% increase in funding for the year 2010-2011, bringing its total funding to £36.8m.
- Northlink Ferries are to run with two engines instead of four to save fuel, adding 1-1½ hours to each sailing.
- A deep sea quay at Dales Voe base is to be developed by Norwegian company AF Defcom Offshore UK limited to attract decommissioning work.
- The Foula Electricity Trust has been awarded £220,000 from the Big Lottery Fund to enable the island to become self-sufficient by installing three small 20kW wind turbines, as well as battery storage and back up generators.

- The Council has agreed to fast track funding of £2.5m for a £4.5 million extension of Shetland College in order to gain access to a £1.8m European grant. Building will begin this year, with most of the project completed in the next two years.
- A three part BBC2 television series on Shetland's wildlife featuring Simon King has given a great boost to Shetland's tourism. Promote Scotland had a fourfold increase in traffic at www.shetland.org.
- A record 29,000 passengers are expected to visit Lerwick this summer on board 50 cruise ships. The previous highest number of cruise ships was 48 in 2003, and the highest number of passengers 26,000 in 2006.

Orkney

- 7.7 Orkney's Claimant Count unemployment rate in February 2010 at 1.6% was 18% higher than in February 2009, although it was unchanged from January 2010. By UK standards, the rate remains very low.
- 7.8 Notified Vacancies in Orkney in February 2010, at 59, were 33 up from January 2010, and 16 higher than in February 2009. Live Unfilled Vacancies in February 2010 (39) were 18 higher than in January and 22 higher than a year earlier.

Events and Announcements

- Passenger and car traffic on the Pentland Firth crossing by the new catamaran increased by 18% between 2008 and 2009.
- Between the 21st of April and the 13th of September, 71 cruise ships and 3 sail training ships are scheduled to stop off in Orkney, making it one of the busiest seasons to date.
- The Scottish Government announced a 2.94% rise in revenue funding for NHS Orkney, increasing its total funding allocation to £31.3 million for 2010-2011.
- New health and social care residential facilities at St Margaret's Hope and Kirkwall are to be built, jointly funded by OIC and NHS Orkney.
- A newly published Visitor Survey report found that Orkney had an 18% growth in visitor numbers between 2005 and 2009, with a 13% increase in visitor spend in real terms. The survey found that 80% of visitors come from the UK, and that 95% would recommend Orkney as a holiday destination. 70% of visitors had used the internet for research (compared with 9% in 2005) and almost 50% of accommodation bookings were made online.
- EMEC is to expand its workforce from 13 to 18 to meet demand from companies developing tidal and wave energy devices.
- OCEAN Power Technologies has been awarded £1.98 million by the European Commission directorate responsible for new and renewable sources of energy. The grant is part of a £4.05 million award to a consortium of companies to deliver a wave-energy device, which is expected to be deployed at Santona, in Spain. OPT is to install its Power-Buoy at EMEC by the middle of this year for trials.
- The Big Lottery Fund has provided funding of £435,000 towards each of four community wind turbines on Rousay, Hoy, Shapinsay and Stronsay. Each is expected to generate £2 million over 20 years through sales to the National Grid. Sanday Development Trust secured Big Lottery funding to create a youth hub.

Outer Hebrides

- 7.9 The Claimant Count unemployment rate in the Outer Hebrides increased from 3.9% in January to 4.1% in February 2010. There was a decrease of 2% in the number of people claiming unemployment benefits between February 2009 and February 2010. The number of long term unemployed in the Outer Hebrides (215) in February 2010 was up 59.3% from a year earlier.
- 7.10 Notified Vacancies in February 2010 at 53 were 13 higher than in January. Live Unfilled Vacancies at 35 were 12 lower than a year earlier.

Events and Announcements

- Western Isles NHS will need to reduce its operating costs to help close an expected £4.3 million gap in its 2010/11 budget to operate within the funding of almost £69 million that it will receive. Savings of £3.1 million have already been identified, including an £100,000 annual subsidy to the Council-run Little Teddies nursery which will lead to the facility's closure early in the summer unless alternative funding can be found, with the loss of 22 jobs.
- Some 90 jobs will be created through Lighthouse Caledonia's plans to refurbish and reopen its Marybank plant this summer to handle salmon harvested from its Loch Reag site. The company's new £5 million plant at Arnish will not be ready in time to meet this need.
- As economic recovery funding, the Scottish Government is to provide £3 million in 2010/11 towards renewable energy infrastructure at Arnish. Burntisland Fabrications expect its output in Fife and the Western Isles together to treble over the next 10-12 years. The Arnish facility focuses on manufacturing the "transition" pieces which connect the jacket to the main structure of offshore wind turbines. *(16 April update)*
- Despite public opposition, the proposals for Stornoway Town Hall have been given planning approval by CnES, but with the retention of three rows of balcony seats.
- The Heritage Lottery has provided an initial sum of £240,000 in development funding towards the plans for the restoration of Lews Castle. The overall request from the Lottery towards the £10 million project is £2.6 million. CnES is to provide £3.5 million from its capital programme and a European application is to be lodged in June. The proposals include relocating Museum nan Eilean, extending it to provide a comprehensive historical archive and developing educational programmes.
- Storas Uibhist has been assured of a grid connection, which will enable its wind power development at Loch Carnan to go ahead. The total cost of the three turbine 6.9MW project is estimated at £11.5 million, and it is expected to generate £25 million of revenue for the South Uist, Benbecula and Eriskay communities over 20 years. £2.5 million of ERDF has been secured in principle and a bid for Lottery funding has been made.
- An agreement has been formalised for the local community to own four of the 33 turbines on the Eisgen Estate that have received Scottish Government planning consent. Generating the equivalent of 14.4MW, three turbines should generate £1.4 million per annum for the community.
- Tenders for off-site construction of concrete blocks for Npower's, proposed £20 million Siadar wave power project were much higher than expected, and consideration is now being given to building the structures on-site.
- The final St Kilda Centre feasibility study report costed the project at £4-£6 million. The report recommends that Uig group Buidheann Leasachaidh Ionad Hiort should engage with other

stakeholders, including Unesco, to form a trust which would have responsibility for taking the project forward.

- A village shop with post office in Tolsta in North East Lewis has been formally handed over to a community trust in a £70,000 deal. Produce will be supplied to the shop by the Scottish Co-Op at the same prices as the Stornoway supermarket.
- The first whisky distillery in 170 years on Lewis is aiming to double its production and to increase the quantity of island-grown barley that it uses over the coming year. Abhainn Dearg Distillery will bottle its first single malt next year in time for the Royal National Mod's return to the islands. A former salmon hatchery at Uig was redeveloped to create the distillery.

Moray

- 7.11 Claimant Count unemployment in Moray increased by 11.6% between December 2009 and January 2010, and from a rate of 3.0% of the workforce in January 2010 to 3.2% in February 2010. 15.3% more people were unemployed in Moray in February than a year earlier.
- 7.12 Notified Vacancies in February 2010 in Moray (243) were 166 lower than a year earlier (-40.6%), while Live Unfilled Vacancies in February 2010 (195) were 39.4% lower than a year earlier.

Events and Announcements

- Moray Council's budget for the 2010/2011 financial budget comprises savings of £5 million from the revenue budget and £3.3 million from the capital budget. The main savings include shelving the £6.5 million project to build a regional sports centre at Elgin High School and an increase of Council house rents by 3.5%. Council tax was frozen for the third consecutive year.
- A new Forward Strategy has been drawn up by Moray Council, with the aim of making £40m savings over the next 6 years. Schools, community centres and halls are at threat of being sold or closed. Based on current assumptions, the Council will require to find budget savings of £20 million by 2013/14, and potentially £40 million by 2017.
- Designing Better Services, a major restructuring programme by Moray Council, will streamline and centralise frontline service provision. The Council's headquarters are to be expanded through the purchase of the former Aldi supermarket, with more mobile and flexible working for staff. The DBS programme will reduce the 21 offices and 13 public access points in Elgin to one access point, reduce 20 face-to face access locations across Moray to just 4 (Elgin, Forres, Keith and Buckie), and increase the capacity of the Council's contact centre from 8 to 47 seats, as more Council departments come under the umbrella of a one stop telephone advice centre. The restructuring will result in 60 job losses, and should provide annual savings of £4.4m from 2014 onwards.
- Park Ecovillage Trust, Moray, is to receive nearly £241,500 from the Climate Challenge Fund to enhance sustainability education in the region's schools, aiming to cut 2,452 tonnes of carbon. Providing 'hands-on' eco kits will show how whole sustainable systems work so that pupils take action in their own schools and at home. *(14 April update)*
- Six fishing boats have been told that they cannot moor or land at Lossiemouth marina, due to a lack of space, with just two local fishing boats having been allowed to remain. Lossiemouth was originally a fishing town and in its heyday was home to the second largest white fish fleet in Scotland.

- Work has began on the 5km Fochabers bypass, which is expected to bring benefits to local construction and supply businesses, as well as accommodation providers and food outlets. The bypass is expected to be completed in 2012.
- Michael Low's antique shop in Forres closed after 35 years trading on the High Street. Wee Gooseberry also closed their store in Forres, stating that they are going to concentrate on their stores in Grantown-on-Spey and Nairn.
- Defence firm BAE systems announced that it was in discussions about the potential loss of 18 staff members who work on maintenance of the now retired Nimrod MR2 fleet at RAF Kinloss. This follows the announcement by Cobham that they were shedding 108 maintenance jobs following the Ministry of Defence's decision to cease operating the Nimrod MR2 fleet and the delays in introduction of the successor MRA4 Nimrod fleet.
- Low cost loans are to be available through a new investment fund set up to support businesses in the current challenging economic conditions. £255,000 is available to businesses in Moray, up to a maximum of £50,000 per business.
- Planning approval has been granted for the construction of two new schools in Moray, a new Elgin Academy and Keith Primary, which will be built as a Public Private Partnership project, costing £40 million.

Argyll and the Islands

- 7.13 The number of people claiming unemployment benefit in Argyll and the Islands fell by 1.0% between January and February 2010 to 1,450, having risen by 7.8% between December and January. The two TTWAs in the area with the highest unemployment rates in February were Dunoon and Bute (5.1%) and Campbeltown (4.3%). Dunoon and Bute had the second highest unemployment rate of HIE area TTWAs. Mull and Islay had a relatively low rate of 2.4% in February.
- 7.14 Notified Vacancies in Argyll and the Islands rose by 84 (57.9%) between January and February 2010, but fell by 10 (-4.2%) between February 2009 and February 2010. Live Unfilled Vacancies in February 2010 (196) were 80 higher than in February 2009, and 28 higher than in January 2010.

Events and Announcements

- Argyll and Bute Council needs to make savings of £6.2 million, while agreeing to freeze Council Tax for the third consecutive year.
- The Council has restructured its management, with the loss of four senior posts and savings of £370,000 a year.
- The Council's 2010/11 Corporate Asset Management and Capital Plan includes £4.2m for road reconstruction (with £1 million accelerated), £2.725m for the CHORD programme, and a new landfill cell at Glengorm landfill site. Business cases of future options are to be drawn up for five schools.
- Aquapharm Biodiscovery, based at the European Centre for Marine Biotechnology, has raised £4.2 million from investors Aescap Venture, Tate & Lyle Ventures, HIE and Nestra. The additional finance will be used towards the further development and commercialisation of Aquapharm's product portfolio produced from more than 7,250 marine micro organisms.

- First Milk has announced its intention to stop making cheese at its loss making creamery in Bute, which could result in the loss of 19 direct jobs and have significant consequences for the 14 dairy farms on Bute. HIE has commissioned an options appraisal for Rothesay Creamery and the dairy industry on Bute.
- Loch Fyne Oysters, the luxury seafood producer, is to sell its products on supermarket shelves for the first time after securing a deal with Waitrose. The contract is believed to be worth about £500,000 initially. The company is to sell its Classic Smoked Salmon in 85 Waitrose stores across the UK. The company hopes to see up to six Loch Fyne products on the supermarket shelves by the end of the year, and is also considering the launch of a range of paté and soup products to sell in the stores.
- Bute Community Land Company has been given the right-to-buy Rhubodach Forest by the Scottish Government.
- Kilfinan Community Forest Company raised the necessary £130,000 to buy a local forest in Tighnabruaich. The group aims to be the first to create community crofts to attract young people to live and work in the area, and help the community woodland to be self-financing from 2012 onwards. Over £164,500 is to be received from the Climate Challenge Fund to help the community company to reduce carbon emissions by 207 tonnes. *(14 April update)*
- The Scottish Government accepted the application to register interest in the Machrihanish airbase by MACC (Machrihanish Airbase Community Company), who wish to buy the airbase under the Land Reform Act.
- A mid term review of the Jura Passenger Ferry Service found that the pilot service had achieved significant impacts in providing better access to services, reduced sense of isolation, increased use of holiday homes and significant economic return. 2,688 passengers used the service in summer 2009, with numbers expected to go up later in the pilot.
- £150,000 of European funding and £50,000 from Argyll and Bute Council has been provided for a full technical feasibility study into redeveloping Campbeltown marina. This is part of the £7.8 million Sailwest project – a partnership between the west of Scotland, Northern Ireland and the Republic of Ireland.
- A revised proposal for a new marina in Oban Bay has been submitted to the Council. Community company Oban Bay Marine wants to install a short-stay marina between the North and South Piers for visiting leisure craft, which it says will bring £3 million a year to the town.
- Argyll and Bute Council came to an agreement with Hebridean Air Service to resume its Public Service Obligation routes from Oban airport to Coll, Colonsay and Tiree after the collapse of Highland Airways.
- Oban-based aquaculture equipment manufacturer, Fusion Marine, has secured orders worth £2.4 million from three Scottish fish farming companies to supply salmon pens and associated items.
- An application for a salmon farm at Carradale has been approved.

8. Principal References

- 8.1 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 Update, 26 January 2010

World Bank Global Economic Prospects 2010, 21 January 2010

HM Treasury – Forecasts for the UK Economy – A comparison of independent forecasts, April 2010

HM Treasury Pocket Data Bank (as at 9 April 2010)

ONS – Miscellaneous Statistical Bulletins

BRC / KPMG Retail Sales Monitor for February 2010

Scottish Retail Consortium, Retail Sales Monitor for February 2010

The Scottish Government – Economic Recovery Plan Update, 3 March 2010

The Scottish Government – State of the Economy, Dr Andrew Goudie, December 2009

The Scottish Government News Releases

Registers of Scotland House Prices

Fraser of Allander Economic Commentary, Vol 33 No 3, February 2010

Scottish Visitor Attraction Barometer, October 2009 Report – Glasgow Caledonian University for VisitScotland

HIE Unemployment digests, February 2010 and March 2010 (Planning & Economics)

**Steve Westbrook, Economist
April 2010**

APPENDIX 1

UHI Higher Education Undergraduates, 2008/09

	PT	FT	FTE
Engineering and Technology	551	375	624.3
Science	319	332	452.2
Computing and Information Science	629	247	418.2
Creative Arts and Hospitality	299	574	680.5
Education	609		219.6
Other Health & Welfare	765	575	852.7
Built Environment	357	47	203.7
Mathematics, Statistics and OR	36	1	15.5
Humanities, Languages and Business	1,149	742	1,106.7
Social Sciences	272	273	323.0
TOTAL	4,986	3,166	4,896.3

Source: UHI Student Records

FTE's relate to full time equivalent students

Excluding Perth College, the totals are 4,254 part-time, 2,146 full-time and 3,646 full-time equivalent undergraduates.

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Argyll and Bute Community Planning Partnership**Management Committee**
Date:argyll and bute
communityplanningpartnership

Title: Citizens' Panel: 2010 surveys

1. SUMMARY

- 1.1 Despite calling for themes for the Citizens' Panel survey, only two sets of questions were proposed for the survey scheduled to take place this spring. This is not enough to justify running a survey.
- 1.2 The contract with Hexagon Research and Consulting requires that they carry out two surveys a year. However, the contract appears not to specify the precise timing of these surveys.
- 1.3 A third of the panel is due for refreshment at this point in the contract.

2. RECOMMENDATIONS

- 2.1 We ask Hexagon Research and Consulting to proceed with the refreshment of the panel membership.
- 2.2 We delay the running of the 'spring' survey until early autumn, by which time we should have more themes to include in the survey.
- 2.3 As the contract to run the Citizens' Panel runs until the end of 2011, with an option to extend it into 2012, we begin to think about its role in the longer term.

3. BACKGROUND

- 3.1 We have a contract with Hexagon Research and Consulting to manage the Citizens' Panel membership and to carry out two surveys a year. These surveys are usually carried out in Spring and Autumn.
- 3.2 We received three suggestions for themes to include in the Spring 2010 survey. However, only two sets of questions have been proposed. These relate to:
 - Child protection
 - Volunteering.
- 3.3 The proposed questions are, on their own, not enough to fill a survey. The question set would also benefit from the addition of a theme that would appeal to the panel membership, thereby acting as a 'hook' and helping to increase response rates.
- 3.4 As Partners are making limited use of the Citizens' Panel, questions arise about its future role and purpose. There is a need to review this before the current tender is due for renewal.

Jane Fowler
Head Improvement and HR, Argyll and Bute Council

For further information contact: Chris Carr
Research and Information Officer, Argyll
and Bute Council
Telephone 01546 604260

**Argyll and Bute Community Planning
Partnership**

**Management Committee
16 June 2010**



REVIEWING OUR VISION

1. SUMMARY

- 1.1** Argyll and Bute Council is on an improvement journey and is committed to changing the way it works in order to provide Best Value services. In light of this, the Council has committed to reviewing its vision and values in line with the changing external environment, both financial and political, the review of its corporate plan and the implementation of its new communications strategy. As the vision is joint one with the Community Planning Partnership, the Council would like to open up the review of the vision to the CPP for consideration.

2. RECOMMENDATIONS

- 2.1** It is recommended that:
- the CPP Management Committee notes the contents of this report and provides feedback on reviewing the vision and on the proposed theme highlighted below
 - a number of involvement sessions are set up at Local Area Community Planning Group meetings to assess public opinion on what the Community Planning Partners should be aiming to achieve
 - the CPP Management Committee notes that a further report will be provided to the CPP Management Committee in the summer, once feedback has been gathered

3. BACKGROUND

- 3.1** The CPP's current vision is the Leading Rural Area by working for vibrant communities, an outstanding environment and by being forward looking. There are a number of questions around what is meant by 'Leading Rural Area' in that it is not clear to all stakeholders whether we mean that we want to be *the* leading rural area; *Scotland's* leading rural area; or a leading rural area and it is therefore difficult to measure whether or not we are achieving it.
- 3.2** Feedback on this vision has suggested that it may not be fully inclusive or reflective of the diversity of the area. For example, Leading Rural Area does not necessarily cover our larger towns.

With this in mind, we aim to review / develop our vision to make it all encompassing, realistic and measurable.

- 3.3** As we are becoming much more outcome focused through our Single Outcome Agreement, our vision needs to explicitly reflect this. Considering that we are facing a significant period of change in light of challenging budgets and an extraordinary external political environment, it is suggested that we consider a joint vision, which is ambitious, yet realistic and something that is measurable and meaningful to all of our stakeholders.
- 3.4** As an area, we have lots of potential on all levels and the suggested theme for a revised vision would be around *Reaching Our Potential*. This theme translates into all areas of service delivery and it can be easily applied to everything we do to ensure that we are delivering Best Value services to the communities of Argyll and Bute e.g. Realising the potential of individuals, communities, partners and the area overall. The consistent use of, and clarity of our vision, will be imperative to ensuring that we can achieve it. This is why we need to ensure that we get it right. The draft vision will be further developed following feedback from this group and from the range of stakeholders we have involved in developing it.
- 3.5** Measurement of our daily activities should contribute to establishing how far we are *Reaching Our Potential*. We can measure this on a number of levels and from a CPP perspective, at an area level, through the Community Planning scorecard and through our SOA annual report. The Planning and Performance Management Framework, already in place, will provide a systematic and effective approach to measuring how far we are achieving our vision through all that we do as a partnership.

4. CONCLUSION

- 4.1** In order to develop a realistic and inclusive vision that will be achievable, it is important that all stakeholders are in agreement to review the vision. It is therefore important to ensure that partners are involved in developing the vision, providing feedback and suggestions during the process.

For further information contact:

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**Argyll and Bute Community Planning
Partnership**

**Management Committee
16 June 2010**

argyll and bute
communityplanningpartnership



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 the development of 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 group and the scorecard.

3. BACKGROUND

- 3.1** The Environment Thematic Group met on 27 May 2010 and was given an update by Andrew Campbell on the Scottish Rural Network Conference and he also reported on the Scottish Rural Development Programme Activities both were well received and created a lot of interesting discussion.
- 3.2** The group noted the current position in relation to the scorecard and Andrew Campbell agreed to provide figures relating to the Rural Development Programme Schemes. The group discussed the issue of accessing the information within Pyramid and agreed that they would receive a reminder on a monthly basis which would prompt them to look at the information contained within the scorecard and give them the assurance that the actions were being taken forward or if not then the ability to question why they were not being taken forward.
- 3.3** A report on a partnership agreement for the Environment Thematic was tabled by Eileen Wilson. She gave a brief overview of the document and further discussion took place. The group agreed to delegate authority to Eileen Wilson to finalise the document and to circulate it electronically for endorsement.
- 3.4** The group again discussed the necessity of having separate meetings of the PPG and the Thematic Groups given that most of the items for consideration were the same. It was agreed that there should only be one meeting of the Thematic Group and if there were any other items to be discussed by the Council Members then a further short meeting of the PPG could be held at the end of the Thematic Group Meeting.

4. CONCLUSION

- 4.1** The Environment Thematic Group have made progress in taking forward the development of the thematic actions within the Community Plan and are developing a process which will 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: 16th June 2010argyll and bute
communityplanningpartnership

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 progressing to establish the group and developing 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 developing the group.

3. BACKGROUND

- 3.1 Previous reports to the Management Committee have noted that the Bute and Cowal LACPG has established a regular meeting cycle, and that meetings are being attended by most core partners, and by Community Councils and community groups. It remains difficult to ensure that core partners always attend, and that representation from core partners is appropriate.
- 3.2 Outcomes from the first Community Seminar held in March have been progressed, and incorporated where possible into the Area Community Plan. This work was taken forward by the Policy and Strategy Manager, and involved a significant amount of analysis of the data collected at the seminar, and an extensive cross checking process to ensure that issues indented were accurately built into the plan where possible. Where issues have not been able to be built into the plan these will remain on the agenda for the next seminar, in order that participants can be offered explanation for their omission .
- 3.3 As a result of the work carried forward at 3.2 above, the Bute and Cowal Local Area Community Planning Group were able at their meeting of 13th May to adopt an agreed Local Area Community Plan, which retains the 4 overarching aims identified at draft stage, and now includes a number of actions which have been amended to reflect local communities wishes as expressed at the seminar held in March. The plan will now be widely distributed to all partners and community groups, and a Performance Scorecard will

be developed to enable effective scrutiny of progress to be undertaken by the LACPG. Reporting on progress will take place at all future meetings of the LACPG, and will be made to future Community Seminars. The next Community Seminar will take place on Saturday 4th September in the Pavilion, Rothesay; planning for this is now underway.

4. CONCLUSION

- 4.1** The Bute and Cowal Local Community Planning Group have made good progress in establishing membership of the group, and now have an agreed Area Action Plan which incorporates and reflects issues and topics identified through the successful Community Engagement Seminar held earlier in the year. The next step for the group is for the success measures agreed in the Action Plan to be built into a Pyramid Scorecard for the group; this will enable effective monitoring of progress in delivering these measures through the adopted Performance Management system, and direct to the next and subsequent Community Seminars.

For further information contact: Shirley MacLeod, Area Corporate Services Manager

Telephone 01369 707130

**Argyll and Bute Community Planning
Partnership****Management Committee
16 June 2010**argyll and bute
communityplanningpartnership

Update report on MAKI Local Area Community Planning Group

1. SUMMARY

- 1.1 This report summarises the further progress which the Mid Argyll, Kintyre and the Islands Local Area Community Planning Group (LACPG) has made in developing the group.

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 developing the group.

3. BACKGROUND

- 3.1 The LACPG met on 5 May 2010 in the Council Chamber, Lochgilphead. Community Councils were represented by a member of the Lochgilphead Community Council. There were two members present from Argyll Voluntary Action representing the third sector. All other core partners except NHS Highland (apologies tendered due to illness) and Strathclyde Fire and Rescue were represented at the meeting. It was agreed that their non attendance at the meeting should be brought to the attention of the management committee.
- 3.2 ACHA, Strathclyde Police and Argyll Voluntary Action gave presentations to the group on their key priorities for the area and these presentations were warmly received by the attendees.
- 3.3 It was noted that NHS (Highland) and ACHA had provided updates on the information contained within the local area community plan as it related to them and the plan had been amended accordingly.
- 3.4 It was once again stressed that terms of reference should be developed for the core partners to ensure that each of them was clear on their responsibilities in relation to attendance at the LACPG's and reporting back to the groups they were representing.
- 3.5 The group agreed that it was important that the members of the LACPG have sufficient time and opportunity to report to and be involved in the discussions on any issues raised at the LACPG. They also accepted that the Community Councils and the Third Sector organisations also needed the time to report back to their

partner organisations on the issues which were discussed. The group agreed with the proposals suggested at a meeting of the LACPG Chairs on 13 April 2010, that the agendas for the LACPG meetings are issued 4 weeks in advance of the date of the meeting and that the partners should reschedule their meetings to coincide with this.

- 3.6** The group were advised that the preparations for the MAKI Community Planning Partnership Seminar on Saturday 19 June 2010 in Tarbert were well under way and the lead group was the third sector partnership.
- 3.7** The group agreed that any discussion to determine the development of a mission statement would be held at the Community Seminar.

4. CONCLUSION

- 4.1** There is real enthusiasm from all the partners in the Mid Argyll, Kintyre and the Islands local area community planning group about the concept of community planning and they are all committed to taking the process forward in the MAKI area. It is hoped that the 'Forward Together' Seminar will be successful in adding to that.

For further information contact: Iain Jackson, Acting Area Corporate Services Manager

Telephone 01546 604188

**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date: 16th June 2010**

argyll and bute
communityplanningpartnership



**Title: Update Report on Helensburgh and Lomond Local Community
Planning Group**

1. SUMMARY

- 1.1 This report summarises progress which the Helensburgh and Lomond Local Community Planning Group has made in progressing to establish the group and developing an action plan.

2. RECOMMENDATIONS

- 2.1 That the Management Committee note the progress which the Helensburgh and Lomond Local Community Planning Group has made in developing the group.

3. BACKGROUND

- 3.1 Previous reports to the Management Committee have noted that the Helensburgh and Lomond LACPG has established a regular meeting cycle, and that meetings are being attended by most core partners, and by Community Councils and community groups. It remains difficult to ensure that core partners always attend, and that representation from core partners is appropriate.
- 3.2 Outcomes from the first Community Seminar held in May, together with input from partners will be cross referenced and incorporated accordingly where possible into the Area Community Plan by the August meeting.
- 3.3 It was suggested that a glossary of acronyms be produced along with the Plan.
- 3.4 Partners were asked for input towards the formation of a mission statement summing up the principal purpose of the LACPG.

4. CONCLUSION

- 4.1 The Helensburgh and Lomond Local Community Planning Group have made good progress in establishing membership of the group.
- 4.2 Through discussion it was agreed that the LACPG should now be a standard item on all Community Council Agendas and that an internal process between these groups should be developed to disseminate information to avoid duplication.
- 4.3 It was agreed that the LACPG agenda should be circulated 4

weeks prior to the meeting in order that the various issues can be fully explored by partners.

For further information contact: Lynn Smillie, Area Corporate Services
Manager

Telephone 01436 658820

**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date: 16th June 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 since the last report to the Management Committee in March, including the first Oban, Lorn and the Isles Area Community Planning Group community consultation event held in Oban High School on Saturday 15th May 2010.

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 the further development of the Area Community Plan.

3. BACKGROUND

- 3.1** The Oban, Lorn and the Isles Local Community Planning Group last met on 12th May 2010. A presentation was given by Donna Milton, Arneil Johnston, on housing demand and need in the Oban, Lorn and the Isles area, concluding that the existing shortfall in affordable / market entry level housing is projected to increase over the next ten years.
- 3.2** Argyll Voluntary Action updated the Group in regard to the arrangements for the community event in Oban High School on 15th May.
- 3.3** The Community Event was held in Oban High School on Saturday 15th May. In terms of informing the content of the Area Community Plan detailed feedback from the event will not be available until mid-July and will be reported to the next meeting of the Group in September. As far as the event itself is concerned, feedback has been very positive and, given the extremely short timescale available to Argyll Voluntary Action to organise and publicise the event, those in attendance (over 60 people) were complimentary about the organisational arrangements and contributed enthusiastically to the workshops throughout the day.

4. CONCLUSION

- 4.1** Feedback from the community event will inform the further development of the (draft) Oban, Lorn and the Isles Area Community Plan, which will be discussed at the next meeting of the Group in September.

For further information contact: Kenneth Macdonald
Area Manager
Customer Services

Telephone 01631 567902

**Community Planning Partnership
2010 Meeting Schedule**

All Full Partnership and Management Committee meetings are held on a Wednesday commencing at 10.00 am

Full Partnership Meetings

Meeting 10th February – Council Chambers

Meeting 30th June – Council Chambers

Meeting 24th November – Council Chambers

Management Committee Meetings

Meeting 20th January – Mid Argyll Community Hospital

Meeting 24th March – Oban Fire Station

Meeting 16th June – Mid Argyll Community Hospital

Meeting 8th September – Mid Argyll Community Hospital

Meeting 3rd November – Oban Fire Station

Meeting 15th December – Oban Fire Station

**Proposed Meeting Dates For
Local Area Community Planning Groups
And
Thematic Community Planning Groups**

Thematic Community Planning Groups

For reporting to CPP MC on 16 June 2010

28 June 2010	Social Affairs Thematic Group – Report to MC on 8 Sept. 2010
27 May 2010	Environment Thematic Group
08 June 2010	Economy Thematic Group

For reporting to CPP MC on 8 September 2010

9 August 2010	Social Affairs Thematic Group
26 August 2010	Environment Thematic Group
25 August 2010	Economy Thematic Group

For reporting to CPP MC on 15 December 2010

8 November 2010	Social Affairs Thematic Group
11 November 2010	Environment Thematic Group
24 November 2010	Economy Thematic Group

Local Area Community Planning Groups

For reporting to CPP MC on 11 November 2009

September 1 st 2009	Bute & Cowal CPP Group
September 2 nd 2009	MAKI CPP Group
September 8 th 2009	Helensburgh & Lomond CPP Group
September 9 th 2009	Oban Lorn & the Isles CPP Group

For reporting to CPP MC on 20 January 2010

November 3 rd 2009	Bute & Cowal CPP Group
November 4 th 2009	MAKI CPP Group
November 17 th 2009	Helensburgh & Lomond CPP Group
December 2 nd 2009	Oban Lorn & the Isles CPP Group
January 12 th 2010	Bute & Cowal CPP Group
January 13 th 2010	MAKI CPP Group
January 19 th 2010	Helensburgh & Lomond CPP Group
January 13 th 2010	Oban Lorn & the Isles CPP Group

For reporting to CPP MC on 24 March 2010

March 6 th 2010	Bute & Cowal CPP Group
March 3 rd 2010	MAKI CPP Group
March 16 th 2010	Helensburgh & Lomond CPP Group
March 17 th 2010	Helensburgh & Lomond CPP Group
March 10 th 2010	Oban Lorn & the Isles CPP Group

For reporting to CPP MC on 16 June 2010

May 13 th 2010	Bute & Cowal CPP Group
May 5 th 2010	MAKI CPP Group
May 18 th 2010	Helensburgh & Lomond CPP Group
May 12 th 2010	Oban Lorn & the Isles CPP Group

JULY RECESS

For reporting to CPP MC on 3 November 2010

September 11 th 2010	Bute & Cowal CPP Group
September 1 st 2010	MAKI CPP Group

September 21st 2010
September 8th 2010

Helensburgh & Lomond CPP Group
Oban Lorn & the Isles CPP Group

For reporting to CPP MC on 15 December 2010

November 2nd 2010
November 3rd 2010
November 16th 2010
November 10th 2010

Bute & Cowal CPP Group
MAKI CPP Group
Helensburgh & Lomond CPP Group
Oban Lorn & the Isles CPP Group

**Argyll and Bute Community Planning
Partnership**

**Management Committee
16 June 2010**



COMMUNITY ENGAGEMENT ACTION PLAN REVIEW AND UPDATE

1. SUMMARY

- 1.1** The Community Engagement Strategy provides CPP partners with a strategic approach to engaging communities, of place and interest, in Argyll and Bute.
- 1.2** As the Council has restructured and Community Learning and Regeneration has undergone changes as a result of the Best Value Review it was felt that we needed to review and update the Action Plan for delivering on the Community Engagement Strategy.

2. RECOMMENDATIONS

- 2.1** It is recommended that:
- The CPP Management Committee notes the contents of this report.
 - The CPP Management Committee acknowledges the progress made in delivering the Community Engagement Strategy.
 - The CPP Management Committee agrees the reviewed Action Plan.

3. BACKGROUND

- 3.1** The Community Engagement Strategy provides a framework to support communities to participate in shaping the services they use, and so contribute to better service provision and improved quality of life. It moves consultation to involvement. The objectives which flow from this include -:
- Developing systems and processes which allow communities to engage
 - Creating and communicating opportunities to engage
 - Maintaining structures and information to support engagement
 - Providing appropriate support to local people involved in the process
 - Establishing systems to review the quality of outcomes from

engagement

- 3.2** The Community Engagement Strategy was agreed and adopted by CPP in May 2009.
- 3.3** Community Engagement is the responsibility of all partners at both Thematic and Local Community Planning levels.

4. CONCLUSION

- 4.1** The CPP continues to be committed to engaging and involving communities and enabling communities to influence the decisions that are made.

For further information contact:

Eileen Wilson – Community Planning Manager
Chief Executive's Unit - Argyll and Bute Council
01436 658726



Improving Community Engagement in Argyll and Bute

**Final Draft to Council 25 June 2009
Updated May 2010**

Listening to Communities to Improve Services

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For more information on the Argyll and Bute Community Planning Partnership contact Eileen Wilson, Community Planning Manager on 01436 658726 or email Eileen.wilson@argyll-bute.gov.uk

Introduction

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

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

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

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

The Local Government in Scotland Act 2003 introduced community planning and made community engagement a statutory responsibility of all partner agencies. Importantly, it shifted the responsibility for participation, requiring agencies to engage ***with*** the community rather than asking the community to engage with them.

The Community Planning Partnership will work with communities to

- *ensure that citizens and other key stakeholders in Argyll and Bute have a voice and are able to influence the development of policies and strategies that will affect their lives.*
- *inform the way in which services in Argyll and Bute are planned and delivered.*
- *inform the process through which change can be achieved.*
- *develop relationships and ensure that our communication is open and clear, free from jargon and accessible to all.*

To achieve this, we want to work alongside and listen to our communities by enabling communities to get involved in making services better and providing ways for communities to get and exchange information

The Community Planning Partnership recognises the responsibility of each and every partner agency to actively engage with communities in a meaningful way. This means engagement at an early stage in the policy cycle, support and encouragement for community representatives/stakeholders and training and skill development for their staff.

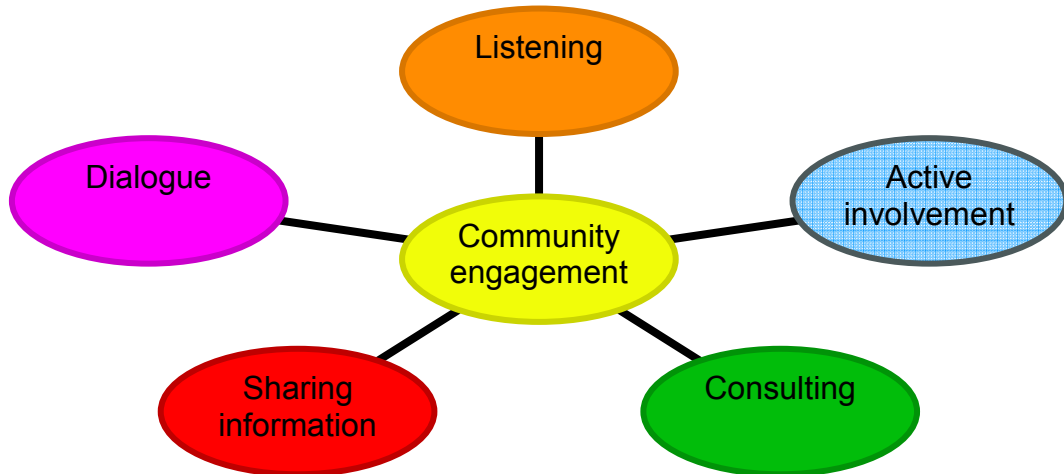
What is community engagement?

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

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

(Communities' Scotland, Community Engagement How to Guide)

Elements of community engagement



Community engagement can happen in many ways, from Citizens Panels, to focus groups, community radio and websites, through arts, training local people to research their communities' needs and priorities, community events and much, much more. At the heart of community engagement is the development of relationships, open and clear communication, networking, listening and understanding the diverse nature of the people and geography of Argyll and Bute. This strategy helps guide us all to do this.

Types of engagement

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

Benefits

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

- **Plan and provide suitable and localised services that are tailored to the needs of the community** - Community engagement is at the heart of evidence-based policy and practice. It stands to reason that people who live and work in Argyll and Bute and receive the services that we are trying to improve, are best placed to tell us what issues affect them and what is needed to improve their quality of life. By defining issues and debating problems and solutions with the public, partners can target resources where they are needed and thus provide suitable and localised solutions that are tailored to the needs of the community. This helps us to provide public services that are more responsive to the needs of the citizens of Argyll and Bute within the resources available to us.
- **Empower people to define the vision for their own community** - People, who belong to, live in or work in particular communities, should have the right to influence the future of their community. If people can be involved in defining the vision for their community, it will create a greater sense of 'community spirit', belonging, and pride.

- **Provide information and opportunities for the public to be better informed** - Sharing information helps the people gain an understanding of public sector agency policies or priorities. It also helps to manage expectations, as the agencies are able to explain what can and cannot be achieved, why something is or is not being done and what constraints exist. Research has revealed that partners who are perceived to be more effective at communicating with the public score higher levels of service satisfaction.
- **Monitor & measure performance** - In an ever-increasing culture of performance management, community engagement, particularly consultation through surveys, is an effective way of establishing base-line data for performance indicators that organisations can use to 'measure' issues such as user-satisfaction etc.
- **Encourage local people to become actively involved in the democratic process** - One likely effect of enhancing community engagement is the reinvigoration of the democratic process and a reversal of the declining trends in voter turnout for both general and local elections. It is important to note that the engagement itself is an exercise in participatory democracy that many people will find much more satisfactory than simply exercising their right to vote.
- **Build on 'responsible citizenship'** - If communities are enabled to play a significant role in improving their neighbourhood, or in planning and developing a project or initiative, they are more likely to develop a greater sense of responsibility or ownership towards it. This will strengthen the role of the community in the management of their neighbourhoods
- **Improves relationship between partner agencies and the public** - Community Engagement makes organisations more open and accessible. Making public services more responsive to people's needs can help to build on and improve relationships.
- **Build capacity** - Community engagement can help to build capacity of participants. If participants are engaged with effectively, their knowledge base and skills are likely to develop. They will learn about their community and the specific issues that are under discussion, and also about organisational structures and processes.

Existing Mechanisms for Community Engagement

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

- Community Planning Conferences
- Citizens' Panel
- Focus Groups
- Multi-agency Partnership Groups including local people
- Fairer Argyll and Bute Partnership
- Community Care Forum
- Young Scot/Dialogue Youth
- Community Health Partnership - Patient Involvement Activities
- Crime Prevention Panels

- Community Safety Partnerships
- Domestic Abuse Forum
- Feedback Forms
- Elected Members' Surgeries
- NHS Public Partnership Forum
- Community Development Trusts
- Community Councils
- 3rd Sector intermediary organisations (e.g. Councils of Voluntary Service and Volunteer Centres)

Hard to Reach Groups

It is important that we inform, consult and involve all sectors of the community who may be affected by actions and decision taken by the CPP or any of its partners. Unless care is taken we may not sufficiently capture the views of important groups of people within our community. This includes hard to reach groups such as disabled people, migrant workers, gypsies and travellers, young people and older people. Through consultation we will ask these, and other, groups about how they would like us to engage with them. Also, the locations where we engage, the buildings used, the support provided and ways of communicating will recognise the constraints of living in a rural area and take into account the different needs of those we will be engaging with.

Equality Impact Assessment

This strategy was impact assessed as it was being developed and all future engagement exercises will be subject to an *Equalities Impact Assessment*. This assessment helps us to ensure that any policies we develop do not discriminate and that where possible promotes equality and good relations between groups. Further assessments will be conducted to monitor the actual effects of this policy and may require the CPP or its partners to take action if there are any concerns that this policy is having a detrimental impact on any of the Equality Target Groups.

Developing the Strategy

Having recognised the number and range of activities already taking place, particularly within existing partnerships, it is essential to ensure that it takes place in a coordinated way.

The nature of Community Engagement is that there cannot be 'a one size fits all' when dealing with a diversity of communities of both place and interest.

However there is a need to develop a framework where good practice can continue and be improved. The framework would also cover new activity which can be piloted in an attempt to harness the views of a wider range of people of all ages and sections of the community who are not engaged in the process at this point.

For community engagement to be effective it must be carried out within the structure of the framework across all levels of the CPP organisations. There is a

role to be played in Community Engagement at CPP level, by partner organisations corporately, by Departments and services, at Area level, thematically and at unit level. Appendix 1 - Community Engagement Framework shows the roles for these different levels within the organisation.

Action Plan

The strategy takes into account the context for community engagement in Argyll and Bute. The Community Engagement Action Plan (Appendix 2) sets out a programme of work to deliver a number of key aims. It sets out priorities in four main areas:

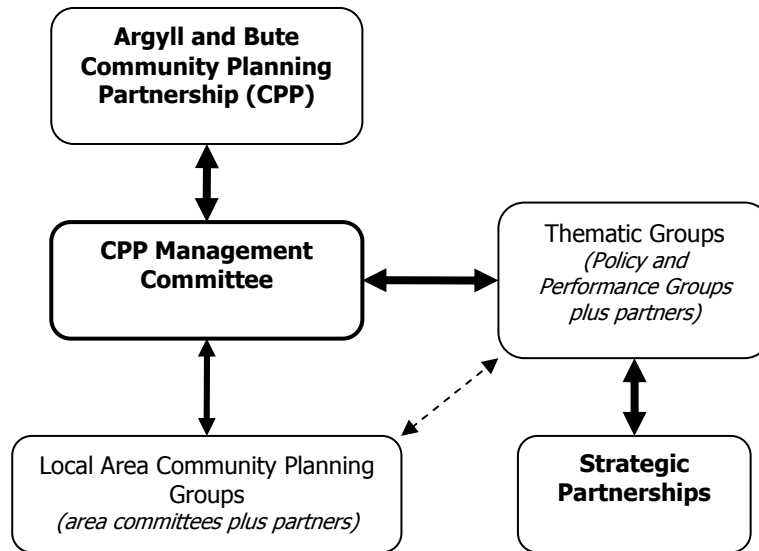
- **Strengthen and extend community planning structures and mechanisms** - so that people can get involved wherever and however is most appropriate for them and so that they link together at different levels
- **Increase involvement of all communities particularly children and young people, disabled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

How well we are delivering these actions will be monitored through the CPP's Performance Management Framework and progress will be monitored and reported annually.

Monitoring and Evaluation

Community Engagement will be monitored and evaluated by creating and monitoring the action plan.

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



High level Community Engagement aims are translated into priorities which influence the corporate plans of the Council or one or more of its partners. A Community Engagement Action Plan linked to the CPP Action Plan will form the basis for monitoring the impact of community engagement, as well as measuring engagement against the National Standards for Community Engagement.

Conclusion

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

Appendix 1:**Community Engagement Framework**

Community Planning Level Engagement	
Internal Stakeholders:	Council and formal Community Planning Partners
Community Stakeholders	Communities and Service Users
Areas for Engagement:	Community Plan and SOA
Engagement informs:	Community Plan, and SOA; and to Corporate Plans of Council and partners. Cascades to strategic, area and thematic partnerships
Engagement reporting:	
Reporting themes:	Community Plan and SOA deliverables Improving for the future
Report to:	CPP Management Committee
Corporate Level Engagement (eg Council)	
Internal Stakeholders:	Council, Executive, SMT, PPGs, Area Committees
Community Stakeholders:	Communities Service Users
Areas for engagement:	Corporate Plan and other strategic plans
Engagement Informs:	Corporate Plan, SOA, and cascades to inform other Strategic Plans, Service Plans, Area plans, Thematic plans
Engagement reporting:	
Reporting themes:	Corporate deliverables Customer satisfaction against corporate priorities Improving for the future
Report to:	Executive, SMT and cascades to inform PPGs- and Area Committees
Service Level Engagement	
Internal Stakeholders	SMT and DMTs
Community Stakeholders	Communities Service Users Statutory and non statutory Consultees eg School Parent Councils, Community Councils etc
Areas for Engagement	Service Plan/service priorities/customer satisfaction

Engagement Informs:	Service priorities and unit/area/thematic plans as appropriate.
Engagement reporting:	
Reporting Themes:	DMT, SMT, and cascade to Executive, PPGs or Area Committees as appropriate
Report to:	?

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

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

Appendix 2 (update May 2010)

Action Plan

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by	Progress
CPP-CE01a	Community Planning structures and mechanisms are strengthened	Establish Thematic Groups and Local Area Planning Groups	Groups established with community engagement clearly highlighted in their remit	June 2009 (First meet August 2009)	ABC, Corporate Services	ABC 12c IP11 National CPP04	SR 09 – failure to progress community planning partnership	Departmental budgets	Complete Groups Established
CPP-CE01b		Map existing Community Engagement mechanisms LACPGs/Thematic Groups record partner engagement mechanisms	Existing mechanisms are known and information is shared. Community Engagement elements in Service Plans Website has consultation/engagement diary LACPGs and Thematic Groups have up to date list of partner engagement mechanisms	May 2010 Nov 2010	ABC, CC, ACSMs			Departmental budgets/FSF	ACSMs to place community engagement mechanisms on agendas for LACPGs and Thematic Groups
CPP-CE01c		Develop a Communications strategy (including Community Engagement)	A CPP Communications Strategy is developed which includes Community Engagement Better Community Engagement Project developing training materials on communication	June 2010 Sept/Oct 2010	ABC, Comms/ Improvement and OD			Departmental budgets Better Community Engagement	Council's Communications Strategy has strong engagement element
CPP-CE01d		Undertake Equality Impact Assessment for Community Engagement	Impact assessment undertaken	June 2009	ABC, P&S			Departmental budgets	Complete

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by	Progress
		Strategy							
CPP-CE02a	Communities are involved at a local level	find out which subjects communities are most interested in	Communities have agreed local priorities	June 2010	ABC, Customer Services	CPP04	CPP-R14- Demographic /Societal changes which increase demand for services beyond existing/planned budget levels CPP-R15 – Changes to Scottish Government policy which increase demand for services beyond existing/ planned budget levels SR 09 – failure to progress community planning partnership SR 14 – failure to implement the SOA	Departmental budgets/ Leader/FSF	Draft plans in place and wider consultation now underway
CPP-CE02b		Find out the best methods for involvement	Appropriate methods are identified for all levels of involvement	Sept 2010 Spring 2011	ABC, Customer Services			Departmental budgets/FSF	Better Community Engagement Project is underway and providing template of best practice
CPP-CE02c		Extend capacity building work with communities	Communities have the capacity to engage effectively	ongoing	ABC, Customer Services and CC			Departmental budgets/FSF/WALT	2 community engagement posts filled, 2 to be advertised
CPP-CE02d		Encourage all organisations to evaluate the way they engage with communities	CPP partners and other organisations have evaluated their community engagement processes	ongoing	ABC, Community Services and I&HR			Departmental budgets/FSF/WALT	Complete All ABC service plans have community engagement element. Annual service reviews will evaluate
CPP-CE02e		CPP partners identify staff, time, resources, training and funds to support engagement processes	Resources are identified and committed to support community engagement at all levels	August 2009				Departmental budgets/FSF	Partners involved and committed to consultation processes
CPP-CE02f		Deliver CPP Annual Conference in partnership with	Conference has taken place, evaluated and actions taken forward	Nov 2010	ABC, ACSMs, CC			Departmental budgets/ Leader/FSF	Rescheduled to allow input from local events. Local

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by	Progress
		3 rd Sector and other CPP partners							consultation events held March – June to feed into A&B wide event
CPP-CE03a	Individuals and groups have the capacity to engage in Community Planning	Review and develop , where appropriate, mechanisms for engagement with specific equalities groups	Existing forums/groups assessed to determine if representative of identified equalities groups <ul style="list-style-type: none"> • People with disabilities • LGBT (lesbian, Gay, Bisexual and Transgender) • BME (Black and minority ethnic) 	June 2010	ABC, CC	CPP04	CPP-R14- Demographic /Societal changes which increase demand for services beyond existing/planned budget levels CPP-R15 – Changes to Scottish Government policy which increase demand for services beyond existing/ planned budget levels SR 09 – failure to progress community planning partnership SR 14 – failure to implement the SOA	Departmental budgets/ Leader/FSF	CPP Equality and Diversity Group established. E&D Group to consider action and agree mechanisms
CPP-CE03b		Engage Young People in the community planning process	More young people engaged with Young Scot/Dialogue Youth.	June 2010	ABC, Leisure and Youth Services			Departmental budgets	ABC now has Youth Services Manager in post. Youth Focus established, linked to CPP.
			Annual Youth Participation event held	June 2010	ABC, Leisure and Youth Services			Departmental budgets	Event planned for June 2010
			Young people supported to attend and participate at Scottish Youth Parliament	ongoing	ABC, Leisure and Youth Services			Departmental budgets	ongoing
CPP-CE03c		Provide joint training for CPP partners	A training programme is developed across the CPP	March 2010	ABC, Customer Services and Community Services	CPP04	SR 09 – failure to progress community planning partnership	Departmental budgets Leader/FSF	Some resources being developed through Better Community Engagement

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by	Progress
			Training materials developed to support training programme	March 2010	ABC, CC			Departmental budgets Leader/FSF	project Resources being developed through Better Community Engagement project
CPP-CE03d		Include Community Engagement courses within partners corporate training programmes	All corporate training programmes include Community Engagement element	March 2010	ABC, P&S			Departmental budgets	Resources being developed through Better Community Engagement project
CPP-CE03e		Improve the availability of support to community groups to enable them to participate effectively	Support for community groups is available at all levels	April 2010	3 rd Sector Interface			Departmental budgets Leader/FSF	3 rd Sector funded to support Community Development team service Plan agreed
CPP-CE03f		Set up a Community Engagement Tool Kit which includes information on locally available resources, expertise, funding , etc.	Community Consultation Tool Kit developed	April 2010	ABC, P&S, CC			Departmental budgets Leader/FSF	Argyll Communities Website resourced and links available
CPP-CE04a	Experience, knowledge, skills, resources and funding is	Ensure Community Consultation Tool Kit is accessible to all through CPP	Community Engagement Tool Kit is easily accessible through a number of appropriate websites	April 2010	ABC, P&S, CC	CPP04	SR 09 – failure to progress community planning partnership	Departmental budgets	Argyll Communities accessible and developing appropriate

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks	Funded by	Progress
	coordinated	and other appropriate websites							pages within new ABC Website
CPP-CE04b		Improve recording of community engagement activities	Community Engagement activities are recorded and evaluated	Nov 2010	ABC, LACPG (Customer Services)			Departmental budgets Leader/FSF	Events held, recorded and evaluated (minutes, reports, service plans)
CPP-CE04c		Champion successful initiatives of volunteers, communities and service providers	Successful initiatives are communicated widely and recognised at Volunteer Awards	June 2010	ABC, CC			Departmental budgets Leader/FSF	Progressing as planned

Appendix 3

National Standards for Community Engagement

THE INVOLVEMENT STANDARD

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

THE SUPPORT STANDARD

We will identify and overcome any barriers to involvement

THE PLANNING STANDARD

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

THE METHODS STANDARD

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

THE WORKING TOGETHER STANDARD

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

THE SHARING INFORMATION STANDARD

We will ensure that necessary information is communicated between the participants

THE WORKING WITH OTHERS STANDARD

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

THE IMPROVEMENT STANDARD

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

THE FEEDBACK STANDARD

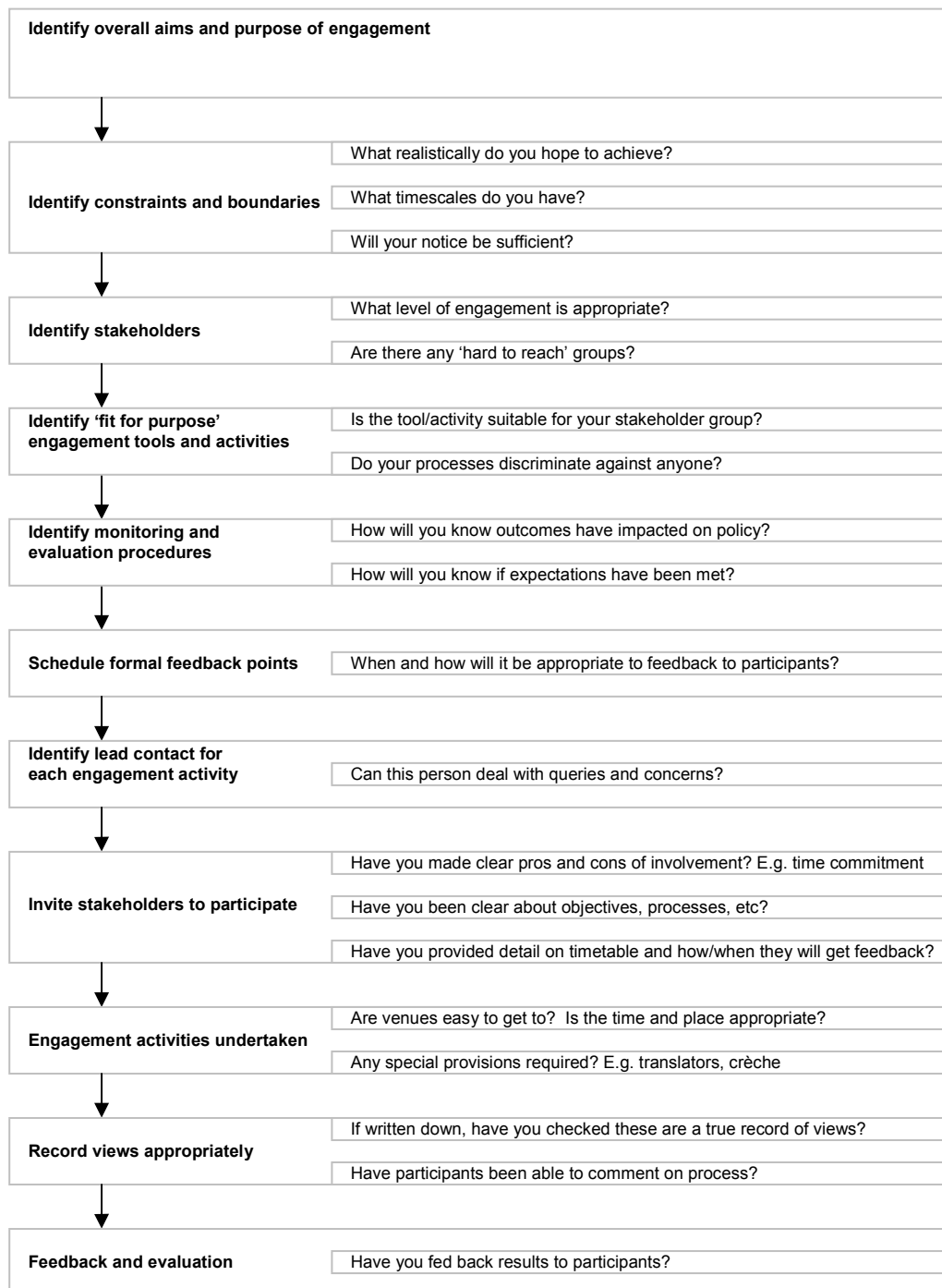
We will feed back the results of the engagement to the wider community and agencies affected

THE MONITORING AND EVALUATION STANDARD

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

Appendix 4

Guidelines for planning community engagement



Appendix 5

Glossary of Terms

Active Citizenship	Active citizenship is where local people become involved in community life, either formally, through local groups and institutions, or by taking part in events or activities that help define local issues and bring about changes in their local area that aim to improve the overall quality of life. Active Citizenship is one of the key elements of Community Empowerment.
Capacity Building	Capacity Building is the provision of support to ensure that organisations, individuals or networks have the skills, knowledge, structures and resources to realise their full potential. Capacity building support can take many forms, including direct facilitation and training, transferring knowledge and expertise, through financial investment or in any combination of these.
Citizens' Panel	The Citizens' Panel is made up of a representative sample of local people across Argyll and Bute (approx. 1000), who are asked to provide their opinions about the efficiency and effectiveness of local services and how they might be improved.
Community	<p>Communities of place – the 'community' is defined by an area with physical boundaries, e.g., neighbourhood, ward, village, town, etc.</p> <p>Community of interest – the 'community' is defined by a shared interest, experience or demographic characteristic – i.e. young people, people with disabilities, working population, ethnic minorities or gay/lesbian/bi-sexual and transgender (LGBT).</p> <p><i>People can belong to more than one community. It is also worth noting that members of defined communities may not necessarily regard themselves as such and consideration must be given to this when approaching different 'communities of interest'.</i></p>
Community Empowerment	The term community empowerment refers to the development of strong, active and empowered communities, in which people are able to do things for themselves, define the problems they face, and tackle them in partnership with public bodies. Community empowerment involves three essential elements: active citizenship, strengthened communities and partnership in meeting public needs. Its practical process is community engagement.
Community Engagement	Community engagement is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well being of those people. Consultation, involvement, participation and research are all terms that are regularly used, often interchangeably, to describe community engagement activities.
Community Development	Community Development is the process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures to

	remove the barriers that prevent people from participating in the issues that affect their lives. Community development is strongly influenced by values which include equality, accountability, choice, mutuality and continuous learning, community development practitioners are one of the basic support needs to harness community action (<i>see above</i>) .
Equalities	Elimination of all types of discrimination and giving equal access to services
Equalities Impact Assessment	An assessment tool designed to flag up any detrimental effect a policy or organisational function may have on specific equality target groups.
Focus Groups	A focus group is a group of people who have been brought together to discuss a particular subject in order to solve a problem or suggest ideas.
Hard to reach groups	is a widely recognised term to describe those groups or communities who experience social exclusion and are generally perceived by agencies as being difficult to access and are thus 'disempowered'. However, it is important to note that many of these communities are not actually that 'hard-to-reach' and do not consider themselves as such. It is simply that to date partners have not been successful in seeking their views.
Local Area Community Planning Groups	<p>Area level groups to develop and maintain Area Plans within Community Plan outcomes. To monitor and review achievement of the local delivery of key outcomes identified in the Community Plan by ensuring appropriate performance measures are in place. To support, and encourage effective collaboration and co-ordination between and within community based organisations operating in the local area. To give effect to the Community Engagement Strategy at a local level.</p> <p>Each of the 4 administrative areas of Argyll and Bute has a range of Local Community Planning Groups, which brings together representatives from the Community Planning Partners to identify and address the needs and concerns of local areas at a local level.</p>
Local Area Community Action Plans	Local Area Community Action Plans result from a process of structured community engagement, undertaken by local people, with the aim of developing a comprehensive, shared vision for that community. The process of developing Local Area Community Action Plans has grown and matured to be a powerful vehicle for community engagement that delivers huge rates of participation within communities.
Performance Indicators	Performance indicators are a set of standards which partnerships can use to measure performance over time.
Planning and Performance Framework	The systematic means of planning of the delivery of objectives, monitoring progress and amending actions where required to ensure outcomes are delivered
SOA	The Single Outcome Agreement is an agreement between the Community Planning Partnership and the Scottish Government. The regulation of SOA's is set out within

	government guidance in a way that gives freedom and flexibility to local government to choose its own priorities and targets, including how success will be measured.
Social Enterprise	(see also: <i>Community Enterprises</i>) Social enterprises are enterprises with a primary social purpose. They have some form of social or community ownership structure and recycle surplus profits instead of paying out to shareholders or owners. Social enterprise is often seen as a way of supporting public service delivery through combining social aims with creating earned income, thereby generating financial sustainability.
Stakeholders	All organisations and individuals with an interest in a particular issue or service.
CPP Thematic Groups	To monitor and review achievement of key outcomes in the Community Plan within the thematic areas noted below by ensuring appropriate performance measures are in place. To support and encourage effective collaboration and coordination between and within public, voluntary and community organisations operating in Argyll and Bute within the relevant thematic area . To give effect to the Community Engagement Strategy at a thematic level.
Third Sector	Third sector is the overarching term for organisations and groups that operate other than for private profit. In general, the sector is made up of voluntary and community organisations together with social enterprises and social firms. Charitable status is not a defining characteristic and the definition includes organisations that have registered as companies or are involved in campaigning and advocacy.
Tool-kit	Term used to describe a guidance document to help others implement actions.
Voluntary sector	Voluntary Sector is a generic term for the wide field of non-profit making organisations that operate across many different themes. The voluntary sector is generally considered to refer to larger more formal charities or organisations, rather than the smaller community sector organisations which tend to be place-based. Many national voluntary sector organisations and networks employ large numbers of staff and have significant turnover in either fundraising, endowments or earned income. At the other end of the scale, there are many self-help voluntary groups which share a common interest or cause and are largely run by volunteers

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Support to Organisations from Third Sector Partnership members.

Each of the infrastructure core members of the Third Sector Partnership offer support to organisations, communities and where appropriate volunteers through its own services and offices which reflect the needs and demands from the distinct areas within which they operate. The support each partners offers is briefly outlined below.

1. Bute Community Links**Funding Support**

Our members have traditionally approached us in person (and over the phone) to provide funding and other support connected with setting up and running Voluntary Organisations. We, ourselves, have used electronic systems to support this (Funder Finder but in more recent times have referred to Grantfinder (one of our members uses this and highly recommends this).

We are also well served on Bute with local funding organisations/trusts etc which we have had great success accessing on behalf of/in support of our members. These funds are typically for the sole use of the Bute-based organisations. We also are well supported by individuals and local business on the Island who support us well with fund-raising.

As we have been established for over 25 years on Bute we are well-known, and easily accessible for people to “pop in” or phone and these are the most common forms of contact/access to us and that which we find works best for our Community here on Bute. Also, due to our geography (a large expanse of water surrounding us!) it is fairly easy to engage with most people and groups in the community (both urban and rural) and almost everybody on the Island is aware of our existence or knows someone who will point them in our direction!

With regard to TSP being first point of contact, I don't believe we are at that stage yet in our development as we have just started working together ourselves. We are setting out our strategy and operational arrangements and whilst this will progress over the summer, I think it's too soon to be in a position to “devolve” that as far as Bute is concerned. However, we do agree that from an access point of view, we need to make better use of the website.

Access to Grantnet/Grantfinder

See above

Any other info.

Bute Community Links, as per our latest quarterly return to SCVO was actively involved in supporting around 25% of our membership. This is slightly above the average over the last 12 month period. In terms of current activity, we are currently refreshing our database; I am busy getting out and about and meeting our existing members and re-establishing contact with those we have not have much to do with over recent time. We are also planning an “Awareness-Raising” event - embarking on a Voluntary/3rd Sector campaign on Bute running right through the summer culminating in some activity over the September Weekend to

involve as diverse a range of Voluntary and Social Enterprise organisation in Bute as possible. We are also working with Timebank-Bute to try and organise some training events in the near future (meeting beginning of June in terms of TNA).

2. Argyll Voluntary Action (Volunteer Centre and CVS)

Office based

- Through AVA offices at Oban, Lochgilphead, Campbeltown, Dunoon and Helensburgh and soon to be shared office with Bute Community Links for its Volunteer Centre activities in Rothesay.
- People can contact any office by email, telephone or in person. Some, such as our Helensburgh office also have Saturday opening hours each month to accommodate those who work during the week.
- Each office can either offer a response or redirect an enquiry to another office to cater for a wide range of topics and needs.
- Each office has FunderFinder, can assist with accessing Grantnet via ABC website and Oban office also accesses Grantsonline.
- In addition we have a range of printed material and information to help organisations in writing their proposals. There are also reference books available to look up further information.
- In the last 12 months 2,650 people visited our offices in person.

Person to person

- AVA offers funding advice workshops and can offer training either to mixed groups or bespoke support and training in funding to organisations. As an organisation we do not believe that voluntary and community groups are best served by our staff writing funding proposals for them but prefer to equip others with the tools and skills they require to write their own proposals.
- Due to the current economic – and therefore funding – landscape we are aware that many groups are experiencing real problems and are currently developing an additional facility specifically designed to support groups through a time of crisis. This is intended to be available from August of this year.
- Bespoke support is available where circumstances make this the most appropriate and where sustainability of an organisation may be at risk. This is arranged to be mutually convenient and often includes advice around planning and strategic issues to empower a board of Trustees in future thinking.
- A further range of materials can be given to organisations accessing this level of support. In the last 12 months 139 resources were produced to support the sector.

Internet

- The website portal for Argyll and Bute is the newly revamped (and still evolving) argyllcommunities.org which carries a much improved and expanded wealth of information, advice and current topics within its pages.
- In the last 12 months the website has had over 247,000 hits.
- Each of the TSP partners have their own website within the pages which they are able to update as they wish.
- A new development which is funded until October 2010 through FAB partnership is the Community Toolkit a vast resource for all voluntary and community groups which

is free to access and holds almost everything you could need. Information on the Toolkit is updated regularly and additional advice and information can be sought from our offices.

- Our database holds details for over 1200 community and voluntary groups and email alerts are sent out regularly and these include funding plus other news relevant to the third sector.

In addition to training and support related to funding – which is a small part of our activities, we also offer support and training across a range of subjects including:

- Range of topics from start up to governance, monitoring and evaluation, equality and diversity, range of HR topics, skills development eg communication, committee skills, confidence building and personal development, time management, OSCR training, payroll and tailored courses.
- We are sole Investing in Volunteers accredited provider, Learndirect centres and have ILA status, also CRBS training partner and Trusted Partner. Community engagement training, Representation and all volunteer modules available stand alone or as part of accredited training.
- In the last 12 months 325 new volunteers have been recruited, supported and are now contributing in a range of ways to their communities.

Annually we dealt with over 11,000 enquiries and received over 540 referrals from other agencies.

AVA also held 26 voluntary sector fora (now third sector fora), enabling third sector views to be taken into account strategically, and with ABSEN and input from the fora has developed representation mechanisms which should inform the work of the Third Sector Partnership.

AVA takes a proactive approach regularly seeking views to inform not only analysis of training needs but other support needs and emerging issues.

AVA is both a Volunteer Centre and a CVS and fulfils both functions, albeit with different geographic boundaries applying to each. A founder member of Third Sector Partnership, with ABSEN, AVA asserts its commitment to the voluntary and community sector and is active across a range of partnerships and cross-cutting themes appropriate to the sustainability of the sector.

3. Islay and Jura CVS

Funding and other Support

Support is given to organisations from Islay and Jura CVS using a range of methods appropriate to its remote island location and geography. . IJCVS enquiries can be made by email or telephone and callers are able to make enquiries from locations which are local and accessible. The main office is located within the MacTaggart Centre which increases visibility and the Cybercafe hosts the CVS as an outreach service to enable access to Port Ellen communities and the surrounding area..

Additionally, Jura Development Trust is now providing support to CVS services through a funding arrangement from IJCVS and communities from Jura can access from the service point on Jura or again, by email or telephone.

IJCVS works with a range of partners to deliver training and funding support and where appropriate partners with the Volunteer Centre (AVA) and ABSEN as well as the Social Enterprise Academy to ensure that demands and requests are met in the most appropriate and effective method for each organisation.

IJCVS assisted collaboratively with the delivery of the TSP training project over the winter of 2009/10 and continues to provide island based training.

IJCVS is able to give funding advice and to access both Funderfinder and Grantnet; it also maintains its web presence. However, as an island CVS it is well known locally as are its staff and board members who are available to give advice.

Currently IJCVS are in the process of recruiting a Business Manager which will help strengthen services to local communities. It is anticipated this post will shortly be filled and this will enable this CVS to move forward with a range of projects and services. The village halls project for example, is nearing completion and this is an area critical to the support of island community life.

Other recent work has included employing a youth development worker supporting young island people and successfully introducing a range of activities through a programme during school holidays; liaison with the High School continues and the CVS is actively engaged in seeking further funding for part time youth work as an area needing support and therefore a priority for island communities.

IJCVS is a member of the Third Sector Partnership and currently supporting the MAKI Forward Together event where it is hoped the needs and voices of the islands will be heard.

4. ABSEN. Argyll and Bute Social Enterprise Network

Funding Support

Argyll and Bute Social Enterprise Network (ABSEN) offers a funding referral service to its members as well as to individuals, organisations and groups seeking to develop social enterprises. ABSEN will direct such enquires to appropriate and general grant-making funders such as Big Lottery and grant making trusts as well as to specific social enterprise funders such as First Port and Social Investment Scotland (SIS). However, it should be noted that the social enterprise sector is increasingly being urged to look at loan finance as part of their funding strategy and thus SIS offers a mixture of grant and loan whilst other funders such as 'Big Issue Invest' for example will only offer loans to social enterprise. Funding support in this sector is not therefore solely concerned with grants.

ABSEN does not operate a single point of contact system and enquires are therefore received from a variety of sources eg, direct from our own members, others who are referred to us by members, from TSP, Council colleagues, word of mouth etc.

Access to grantnet/grantfunder and other funding sources are advertised via the ABSEN newsletter and at our regular quarterly area-wide meetings. We refer people to the Argyll Communities website for regular generic funding information.

Additional Support From ABSEN

Social enterprises run businesses for social or environmental benefit and are independent of local and national government control. ABSEN is a membership organisation which

- Acts a peer support organisation;
- Offers business development support, capacity building and training opportunities.
- Represents and lobbies, locally and nationally, on behalf of its membership and the social enterprise sector in general.
- Works with local and national partners to services and support to social enterprises

To promote peer support ABSEN organises four quarterly meetings per year, issues a fortnightly newsletter. In conjunction with a variety of training providers partners ABSEN also promotes and runs training courses and training workshops for its membership. Also, with partner organisations eg, HIE, Argyll and Bute Council and Third Sector Division of the Scottish Government ABSEN promotes, organises and run conferences/Dragons' Den/seminars for its members and others.

Nationally ABSEN keeps abreast of national developments and seeks to influence national policy through its active membership of both the Scottish Social Enterprise Coalition and SENSCOT. As a social enterprise in its own right (with a 'Company Limited by Guarantee' legal status) ABSEN also tries to lead by example in generating its own additional income. Specifically it:

- Acts a consultancy (in a sub-contracting capacity) on behalf of HISEZ who are contracted by HIE to offer advice and support to social enterprises in the throughout the Highlands and Islands.
- Is commissioned by the Argyll and Bute Social Economy Partnership to deliver social enterprises outcomes against specific targets
- Is commissioned by the Scottish Government to deliver a targeted number of bespoke 'Business Health Checks' (BHCs) to local social enterprises (some seven ABSEN members are trained to deliver these BHCs thanks to local FAB funding)
- It charges an event management fee to others to organise events on their behalf
- Is currently funded by LEADER to increase the number and effectiveness of specific parts of its operations

ABSEN has its own Board of Directors elected from within its Membership. This Board sets ABSEN's strategic and operational objectives and its Chair acts as line manager to ABSEN's part time member of staff (works an annual average of 3 days per week) and ABSEN will shortly be appointing up to six part members of staff who will work approximately 4 hours per month to ensure greater contact and better responsiveness to Members at a local area level.

Locally, ABSEN is an active and founder member of the Third Sector Partnership, its part-time member of staff sits on the Council's Demonstration Board, worked in partnership with the Council to deliver a Public Social Partnership Pilot on behalf of the Scottish Government, represents the TSP on the Cowal and Bute LACPG, sits on the CPP Economic Thematic Sub Group and its Chair is a member of the HIE social enterprise advisory group.

Comment

Between them the infrastructure organisations serve the entirety of Argyll and Bute, geographically and demographically. By working to preserve and further attract external funding we believe our services to be best value, responsive and critical to the third sector in Argyll and Bute.

Over coming months we will continue our partnership work, and monitor the effectiveness of the interface as it grows and responds to the changing landscape.

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TSP TRAINING PROJECT

THIRD SECTOR PARTNERSHIP
TRAINING PROJECT

September 2009 – March 2010

A Report on Activity, Learning and Support Needs of the Voluntary and Social
Enterprise Sector in Argyll and Bute.

G Heritage. May, 2010.

Introduction

In 2009, the then Third Sector Partnership, (core members, Argyll Voluntary Action and ABSEN) were awarded fund through the Fairer Argyll and Bute Partnership to implement a training project offering a period of intensive training activity to the wider third sector in Argyll and Bute. It was also an opportunity to refresh the existing analysis of training needs and refine an overview of support and training requirements – in short, an opportunity to take a close look at the state of the sector in Argyll and Bute.

Due to the timescales of the funding award the project had a six month life only. The initial funding of £25,000 from FAB partnership was supplemented by a further £21,000 from LEADER, recognising the significant need and importance of training and support.

The project has enabled the TSP to report on the nature, scope and impact of training needs and skills gaps within the third sector in the county.

Prior to this project Argyll and Bute Volunteer Centre (now Argyll Voluntary Action) had conducted a training needs analysis during 2008, much of which was initially used as the basis to plan training during the life of the project. This can now be updated and the impact and future needs has now been more clearly identified and mapped through the life of this work.

It has to be noted that the core partners, ABSEN and Argyll Voluntary Action, carried out the majority of the training offered during this project. Staff from other voluntary organisations were involved where possible and 'Train the Trainer' workshops held to enhance and build on their existing skills. Since the timescale precluded recruitment and employment of trainer/facilitator, AVA and ABSEN personnel worked additional hours to ensure delivery at a level which would not be sustainable over a longer term. If, as is demonstrated, additional training is required, then not only the funding to enable this to happen but also the staffing levels need to be taken into account.

Complex and sometimes difficult issues have been raised during the life of this project and many of these concerns are addressed within this document. We therefore make a number of recommendations and will work towards a number of goals as identified in the following pages.

The Third Sector and its Workforce

Within this report, where the word 'workforce' is used we do so generically, noting that it can refer both to paid employees carrying out generic or specialist roles and to volunteers who frequently carry the same responsibilities within frontline organisations. Many organisations depend on volunteers to deliver services and recognise that it is equally essential that their volunteer workforce are as skilled as paid employees.

During this project a number of surveys were also carried out, as well as information and views collected through voluntary sector fora (where these currently exist) to establish a broad view of the sector.

Nationally, the tenuous state of skills within the third sector is well documented, and much work has been carried out over the last decade (particularly across England) to address support needs.

To highlight the importance of a skilled sector locally, we would like to quote comments from M Freeman, of the UK Workforce hub,

" skills.... is not a mutually exclusive area. The voluntary and community sector is facing continued change as wider policies change at local, regional and national levels, and many of these changes have skills implications for staff, volunteers and trustees. The move from grants to contracts, the rise of social enterprise, the full cost recovery agenda, the increase of regulation and the need to be transparent in how organisations work all have an impact on the type and level of skills the sector needs."

The Third Sector Partnership hoped that the delivery of additional skills, equitably and available without cost to organisations across the sector would herald an improved support mechanism which would strengthen the sector in Argyll and Bute. As we write, with financial constraints affecting the sector from all sides, there is much work to be carried out and we are a long way from achieving that goal.

We have, however, demonstrated very ably what can be achieved with limited strategic funding and this report evidences that impact and the learning from this project.

A Word on Quality

The core partners of the TSP – the infrastructure organisations of Argyll and Bute – currently work to PQASSO as part of their agreement with Scottish Government and are all committed to achieving EFQM standard by April 2011. This coincides with the commitment to quality and to a range of national standards (including the National Standards for Community Engagement) which underpins the way in which we work and the levels of training delivery available to third sector organisations across Argyll and Bute. For example, all AVA Volunteer Centre workshops on volunteer support and management are accredited learning from the Investing in Volunteers modules and therefore can set any organisations on the journey to achievement of Investing in Volunteers recognition.

Quality, and the ability to evidence that standards are met, is at best patchy across the voluntary and social enterprise sector in Argyll and Bute.

TSP partners wish to see quality standards raised and recognised across the sector; not only do funders feel more comfortable with organisations able to demonstrate the levels of service they are able to deliver but much could be achieved in attracting funding to the area through a sector which values quality of service and can demonstrate that it does so. There are numerous other benefits, including those to staff and volunteers, and we would hope that the quality agenda is one supported by our partners within the FAB and CPP partnerships.

This will require some effort as organisations surveyed felt that, generally, they did not have the time or resources to devote to quality standards mark achievement and were uncertain of the benefits of doing so. Many of course, already work to standards set either legislatively or by national or umbrella organisations – although a significant number may not. It may be that it would require achievement of a quality mark to be a prerequisite of funding in order to drive up standards across Argyll and Bute.

TSP TRAINING PROJECT

Delivery of the Training Programme

The objective of the project was primarily the delivery of a series of training events and workshops across Argyll and Bute which was based on known demand and was available, free at point of delivery to third sector organisations and with participants expenses and care costs met where appropriate.

By the end of six months Argyll Voluntary Action and ABSEN, with input from members of the Third Sector Partnership, had delivered fifty two courses across Argyll and Bute covering areas as diverse as Mull, Helensburgh, Lochgilphead, Islay, Dalavich, Dunoon, Tiree, Oban, Campbeltown, , and Coll.

The activities carried out through this project by AVA and ABSEN staff, and by other third sector members of the TSP are summarised below:

Number of individuals trained	266
Number of organisations trained	154
Number of courses held	52
Areas where courses held	Helensburgh, Ardfern, Dunoon, Taynuilt, Isle of Mull, Oban, Isle of Coll, Isle of Tiree, Islay, Lochgilphead, Kilmun, Balloch, Kirn, Connel, Campbeltown, Garelochhead, Lismore, Craignish, Dalavich, Lochgoilhead, Strachur
Topics included	Governance, Outcomes workshops, CRBS Awareness, HR Basics, Committee Skills, Supporting and Supervising Skills, Licensing laws, First Aid, Recruitment and Interviewing, Health and Safety,

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	Motivation, Retention and Development of Volunteers, Responsibilities and liabilities of Trustees, OSCR and SORP, Finance for Non-financial Managers, Procurement Training, Money, money, money (funding advice for social enterprises) Funding Workshop for voluntary organisations,
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Courses were well received, each course was evaluated separately and feedback gathered from participants.

Notably, many courses were oversubscribed leading to some delivery running past the end of March 2010; we are very aware that there are further requests for support and training which, without this funding, cannot be met within the capacity of the Third Sector Partnership.

By the end of the project additional skills had been acquired by 275 individuals and many will be able to pass this knowledge onto others within their organisations.

It should also be noted that, over the 2009/2010 year this work and the training and support are additional to training events, workshops, bespoke training and the range of support delivered under the core activities of both Argyll Voluntary Action and ABSEN.



Explaining Full Cost Recovery

Evaluation

Third Sector Partnership core organisations work to quality standards and therefore robust evaluation of project delivery is critical – not only to evidence the work which has been carried out, but as part of an ongoing learning process, analysing and capturing the changing needs of training and support of the sector.

We used feedback, captured comments and also ensured that views from the course facilitators were collated.

The following criteria were used to evaluate each course:

- Information around type of organisation
- Extent to which content will help to develop skills and competencies in working with my organisation
- Change factors which the course will enable
- Suggestions for improvement in course content
- Knowledge level of trainers

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- Extent to which style of training suited needs
- Suggestions for improvement to training delivery
- Actions attendees are enabled to implement as a result of the course
- Further training or information attendee or organisation would find useful

We also collated information on the identity, role and responsibilities of attendees and organisational details.

Facilitators were asked to give feedback on how each course went and where other training needs were identified. This was an area which highlighted needs for bespoke support and training.

Some of the comments from the training course participants are:

- First class training
- Couldn't be improved
- Very informative
- Delivered well
- Clearly understood
- Well set out and delivered
- Excellent course
- Flexible to participants needs
- Focused training to participant needs
- Able to action immediately
- Got loads of ideas
- Will be more confident working with children
- Will assist my volunteering commitment
- Need to get others involved
- Our board needs more knowledge

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The Place of Skills and Training

This work has highlighted the place and accessibility of training and skills development within the third sector in Argyll and Bute.

Argyll Voluntary Action undertook to survey organisations through its database to augment the information collected through voluntary sector fora and through delivery of training to ascertain how organisations acknowledged and valued skills training within their organisations. Crucially we wished to identify whether organisations were funded, or felt they had the financial resources to implement a training programme budget.

The total respondent organisations through delivery of training (146) together with a further 57 online respondents jointly represented over 1,000 volunteers and over 300 paid staff.

The Place of training within your organisation

Questions and responses are given below:

Are you funded, or do you have a budget, dedicated to the training/upskilling of staff and/or volunteers?	YES	11%
	NO	83%
	DON'T KNOW	6%
Which of these are barriers to accessing training?	TIME	79%
	MONEY	86%
	GEOGRAPHY/LOCATION	62%
Which of these activities does your organisation routinely undertake?	TRUSTEE INDUCTION	38%
	VOLUNTEER INDUCTION	66%
	STAFF INDUCTION	59%
	NONE OF THESE	21%
And which in-house FURTHER training do you undertake?	TRUSTEES	4%
	VOLUNTEERS	22%
	STAFF	24%
If time, money and geography were not barriers, how would you rate accessibility to training opportunities?	HIGHLY DESIRABLE	73%
	USEFUL, BUT NOT ESSENTIAL	16%
	POSSIBLY OF INTEREST	7%
	OF NO INTEREST	2%

Despite a necessarily broadbrush approach it is clearly a real concern that, at a time when many organisations are struggling to survive most have no funds available to develop staff or volunteers and a great many have real difficulties finding the time to access training. Yet, if training is available without cost, the vast majority of organisations rate the development of volunteers and staff as highly desirable; many comments made it clear that Trustees, Directors and Managers felt the lack of wider access to training very keenly.

The uptake from this project alone underlines the sectors enthusiasm for training – it is not predominantly a lack of interest or awareness but the barriers of time, money and geography which are having the greatest impact. Conversely, these are the very factors having the greatest impact on the infrastructure organisations capacity to deliver the levels of training which the sector requires.

Recruitment and Skills issues

Additionally, some organisations highlighted the difficulties and impact lack of accessible training and support has around and relating to workforce recruitment.

The top 3 issues were as follows:

- Short term funding environment (short term employment contracts and uncertainty)
- Low skills base of staff and volunteers
- Difficulties in developing skills and training staff/volunteers to appropriate and best practice levels.

There were less difficulties with branches of national organisations where, commonly, a national training programme for new volunteers and staff is available and/or cascaded to local level. Generally it is the local groups, some quite sizable in terms of numbers of participants, turnover and workforce who are struggling despite often providing a valuable, and valued service.

These results chime precisely with a major UK wide voluntary sector research, conducted in 2007 following the Leitch review, which concluded:

- Lack of funding for training and development was cited as the main cause of underskilled employees and volunteers by (3rd sector) organisations of all sizes
- Micro and small organisations were much more likely to report a lack of time to attend or complete training

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Sadly, the local picture is still in the same place. Most organisations said that it was because there is no one (volunteer or paid staff) to cover their work if they are on a training course or at a meeting. This flows directly from the exigencies of funding streams which allow no 'leeway' and are often restrictive in terms of staffing and budget heads available. Time and again, organisations have found they are able to fund project delivery staff but struggle to fund the administrative and financial support which should be available to ensure a strong organisation. Generally it is the project Managers who take on a range of duties in addition to their core project work. Frequently, small organisations feel they have much to do and little time to accomplish their primary aims.

Many organisations do recognise that having a skilled workforce can be reflected in the greater ability to attract funding, in turn affecting the sustainability of the organisation.

The impacts arising from a lack of skills can be enormous and very serious. Trustees of charities in particular, can be left exposed and at risk through a lack of training and ability to implement proper procedures and comply with legislation.



First Aid Training

Strengthening Organisations

After attending a course, most organisations were able to identify gaps in the way they worked, or in their procedures and practices – some of which would have legal implications.

Evidence of actions which will strengthen organisations and therefore the sector, flow from the following action comments given as feedback from the delivery of training under this project:

- We need to comply with legislation
- Our procedures need to be reviewed – urgently
- We will review/rewrite our staff contracts
- We need to develop and improve monitoring systems
- We must implement Trustee training
- We will introduce measured delivery
- We must improve communications between staff and volunteers
- We will now display policies
- We should be more proactive
- Our First Aid boxes will be updated
- We will evaluate our procedures
- We will improve our disclosure process
- We are going to look again at our recruitment process
- We will strengthen supervision of volunteers
- We will now improve our funding applications
- We are going to expand our committee
- We are going to assign a contact for volunteers

We have many more examples. Whilst much is about best practice, there are actions on evaluation and feedback sheets which clearly identified problem areas, as well as a need for additional training. Although we have a wealth of strength in our large and vibrant 3rd sector in Argyll and Bute we also have organisations with serious gaps in skills and knowledge with the potential for serious and adverse impacts on organisations, frontline services, participants and beneficiaries of services and, of course, the communities and social economy of Argyll and Bute.

The infrastructure organisations deliver training according to their resources of funding and staff; across the vast fragmented mainland and the remote islands of Argyll, the capability, knowledge and confidence of those agencies is compromised by our own funding levels which remain in most areas incompatible with need and which is inequitably distributed across the area.

Training Needs

As mentioned above delivery of this training programme has highlighted the needs of the sector and given valuable dimension to information already held by Argyll Voluntary Action and ABSEN around the needs of the sector.

From the feedback, and from survey responses it is clear that survival is uppermost in the thoughts of a majority of third sector organisations (88% expressed concerns). It is therefore, no surprise that events and workshops around finding funding, help with funding applications and linked topics were overwhelmingly oversubscribed – as a topic they remain a crucial part of the work of the infrastructure organisations and we are looking at the opportunities to link funding with the local third sector fora as a standing item.

AVA already issues email alerts across the sector but the need is refined by the deepening economic landscape and organisations who may have had success in attracting funding in the past are experiencing increasing difficulties.

First Aid and Health and Safety training, amongst other topics, reflect the concerns that the local sector has in complying with relevant good practice within their organisations, with the safety of volunteers and clients and with statutory agency requirements.

The introduction of the new Equality Act 2010, as it comes into force from October 2010 will bring additional training and awareness needs in its wake. Although there are certain elements which the Conservatives have indicated they would not implement if in Government, the major part of this Act will, at best, raise the bar in terms of levels of organisational awareness; clearly this topic will form a strand of our available training from this autumn.

By the end of the project we had identified priority training needs in the following subjects across the area which remain and which we continue to work to deliver. Courses in First Aid, however, remain the remit of those recognised provider organisations and cannot be accessed without cost by local voluntary and community groups. The speed of that delivery across the sector will be less than was possible with the additional funding, however, this analysis confirms previous analytical results from 2009 and 2008 as well as the ongoing need.

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Topic/subject area priorities
Funding advice and support
Skills for Management Committees
Governance and Trustees responsibilities
Personal Development (STEPS)
Setting up a charitable organisation
First Aid
Developing and Managing Volunteers (IiV accredited)
CRBS/Disclosure
Employment issues – policies and practice
Health and Safety
Health and Safety in Volunteer programmes
Volunteer recruitment
Equality and Diversity
Coping with OSCR

Beyond this are a plethora of requests covering a range of topics and we respond to these as they arise. Frequently, the individual circumstances mean that bespoke training and support is the appropriate course of action.

The portfolio of courses which the Third Sector Partnership infrastructure organisations have the capability to deliver is wide, embracing over 50 topics and is always evolving in response to changes in or new legislation – an example would be the new Equality Act 2010; changes in the funding and economic climate have steered the development of Outcomes Training workshop and the forthcoming updated Equality and Diversity workshop. Part of our remit is to keep the sector informed and updated. An example would be the debate within the Equality Act which may cause major difficulties for charitable organisations with a specific beneficiary group who do not fall under the new 'characteristics' within the Act. As counsel becomes available, we will update our own training and inform and support the sector accordingly.

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SORP and OSCR Training Event



Bespoke Support and Training

We also asked organisations about their preference for delivery of support and training needs. Fifty three organisations expressed a need for one to one support, i.e. bespoke training – frequently this stems from a desire to work in a more sustainable way and highlights the diversity and individuality of the sector; many subjects as a theme can be delivered ‘across the board’ but there is much which will be specific to an organisations individual circumstances whether in the volunteering sector or organisational (constitutional) support.

Ford Village Hall

OSCR are questioning a Trust Deed drawn up many years ago when the original hall was built. This appointed as Trustees two Council (then Argyll) officers and one Chief Constable as Trustees in 1963; these people are no longer around and since no further Trustees have been appointed the persons currently running the hall on a day to day voluntary basis potentially have no powers. Now wishing to sell the hall and land they are locked in debate with OSCR who contend that the current committee cannot sell the land.

Although by no means unique this type of support request raises serious questions,

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can only be dealt with as a bespoke piece of work, and is time consuming. It does, however, have a major impact on the local community and support and understanding is needed to resolve the issue. There is also a clear training need for those currently involved with management of the hall.

Clearly, this level of bespoke support and training is more time consuming and therefore more costly. It does not bode well, at a time when Scottish Government is reducing core funding to the third sector generally, and with areas having a largely rural and dispersed demography likely to be the greatest losers, for the future support structures working for Argyll and Bute voluntary and social enterprise sector.

Time and Type of support

Training duration preferences	
Workshops – weekday daytimes	61%
Workshops – weekday evenings	23%
Weekend	8%
Whole day	26%
Half day (2 – 3 hours max)	71%
Level of training preferred	
One to one organisation support/training	68%
Within workshop/training event	44%
Calendar training programmes, preset topics	38%
Ability to request as need arises	77%

Organisations were able to make more than one choice on time and levels as their own availability may include more than one option. The need for access to services outside work hours is clear and a driver in at least one AVA office instigating Saturday opening. One to one support to individual organisations was also valued and scored highly with respondents.

There is additional survey work to be undertaken around these themes which we plan to commence August 2010.

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We asked people what they thought should be our priorities for the future of infrastructure support, the top 3 priorities were:

- Improving funding and financial stability (*we want to know you will still be here*)
- Providing better services (*greater visibility, support on specific issues*)
- Increasing your influence

Qualities of good infrastructure support services were indicated as follows:

- Flexible and responsive
- Convenient and easy to access
- Effective at getting third sector voices heard by decision makers
- Good quality and reliable
- Open and transparent

With all Third Sector Partnership core members committed to working to PQASSO, and progressing to EFQM quality mark assurance of consistent quality standards in delivery across services is visible to all stakeholders.

Within the limits of capacity both organisations respond to enquiries timeously and appropriately; over this last year AVA alone has received over 11,000 enquiries.

Training support services are to be maintained within capacity but working together through the partnership and with other support services there needs to be a removal of any duplication. The training calendar made possible through this project proved popular not only with recipients of training and support but enquiries were received from a range of national organisations and agencies all of whom were keen to input into the calendar and to check that courses or workshops did not overlap or clash – in reality this meant a better service for Argyll and Bute's third sector. It is therefore, regrettable that the calendar facility is not funded to continue.

Future of support and training in Argyll and Bute

1. Impact of the Recession

The recession and current economic climate is widely seen as a threat. Less money around means all organisations will be chasing less. Funders are becoming more tight and inflexible about what they will fund – if they are funding at all – some have already effectively closed their doors. Over 60% of organisations believe there will be a squeeze on their overheads, meaning that funders will be less likely to fund on a Full Cost Recovery basis (particularly the grant making Trusts). One effect is the amount of time and effort having to be put into making more numerous funding bids – sometimes impacting on frontline services. The national Government steer towards infrastructure organisations generating their own income through selling services is unlikely to work well in this climate, when the client base is itself, struggling to survive.

A potential benefit of the recession could be a rise in availability of volunteers although this is uncertain. There is an equal likelihood of an increased demand on services by those affected by recession in terms of employment, well-being and health related needs.

2. Policy Developments

The Third Sector Partnership, and its core infrastructure members, are in the process of a transitional year. Not only is this year important for the development of the interface with expectations from local Community Planning Partnership as well as Scottish Government which will undoubtedly increase the workload for core staff, but we are looking at a future where cuts have been signalled effective from April 2011 to our core funding. We have additional challenges to ensure that what funding remains is equitable distributed across Argyll and Bute – a challenge first laid out by Cllr Dick Walsh in May 2008.

Challenges for the sector, and relevant to the quality issue, are the shift for the sector in outcomes in both commissioning and in assessing the impact of services. This too is a culture change for all involved and up-skilling of the sector in how to express its impact effectively – particularly around the so-called 'softer outcomes' – is important to its future success.

In response, Argyll Voluntary Action has added dedicated outcomes training to its range of available workshops.

Along with all other local authorities, Argyll and Bute Council is facing similar economic constraints; it follows therefore, that we share resources and skills wherever possible to maximise resources at a time when financial resources are at best hard pressed, and in some areas cease to be available.

We have a clear signal that commissioning and procurement is to become a future path for many services which the sector currently provides and this brings its own set of training needs. More hitherto voluntary and community groups may become social enterprises and the sector as a whole has opportunities through commissioning to demonstrate what they can deliver. Undoubtedly this will be a key driver in the development and sustainability of the sector. The future of grant funding within a broader commissioning approach, is felt to be unclear at present and a focus of concern for the third sector. Whilst commissioning and some grant funding may provide opportunities the sector also has worries about potentially destructive competition from larger/national organisations.

3. Legal and Governance

New legal structures are becoming available to voluntary and community groups with the introduction of SCIO's which will impact on the demand for infrastructure support. With changes in company law it is likely a number of organisations will seek to change their legal identity and need to understand their new responsibilities and powers. There is some unease around this with a possibly larger than average number of organisations in Argyll and Bute having Trustee boards or committees who remain unaware or out of date in their understanding of current liabilities and responsibilities of Trustees.

Within the current climate not only changes, mergers but also some organisations winding up will require help and support to handle liabilities of Trustees, TUPE issues or redundancies.

In Conclusion

This project has demonstrated quite unequivocally the demand and need within the third sector for targeted and appropriate training. Most courses have been full and oversubscribed which means that additional courses have run to satisfy the demand. The Partnership was also able to respond quickly to new and changing demand and to run new courses as evidence demonstrated a clear need following a change in legislation. The social value from this project, therefore, far exceeds its original remit and targets.

The plan was to deliver 30 courses and upskill 100 individuals; ultimately we delivered 52 courses and new skills were gained by 266 individuals drawn from 154 voluntary, community and social enterprise groups.

We have been able to update our training needs analysis and the feedback has confirmed that our delivery and style suits the greater majority of participants. A substantial number of courses were delivered during evenings and weekends, again in response to need.

The following learning points arise or are confirmed through delivery of this project.

- Training workshops of short duration – 2 – 3 hours are most popular, and fit with constraints of participating organisations
- One to one organisational support is highly valued and should be available to the sector
- The ability to request training and support on an ad hoc basis according to need is wanted by the majority of organisations
- Evenings and weekend support and training requests are significant, if not a majority and should continue to be provided.
- There are concerns around governance issues for a number of organisations and frequently these come to light at a time of crisis, response from infrastructure organisations can be critical to ameliorate difficulties. A relatively low 38% of organisations were confident in their ability to induct Trustees, majority did not offer this.
- The capacity of Argyll and Bute Social Enterprise Network and Argyll Voluntary Action may be sustainable with current levels of funding but future cuts will impact on frontline services ability to access support
- Quality issues are reflected in 83% of vcs organisations having no available budget dedicated to upskilling staff and volunteers

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- Money and time are a greater barrier than geography to accessibility of training support; local offices and contacts were appreciated and well used.

If Argyll and Bute is to take its place with a leading third sector then provision of support and training is a prerequisite, as is devoting time and energy to promoting quality and good governance. We have a very strong and vibrant third sector but it is feeling the effects of recession and cutbacks and nervous of future prospects. To attract external funding there is a need to raise the quality bar and this is a place for infrastructure organisations to play a central role.

There is a clear steer to continually improve the quality and effectiveness of infrastructure support for third sector organisations; the Third Sector Partnership accords entirely with this view and is prepared to rise to the challenge, but it does require the resources to do so. Additional funding such as through this project demonstrate very ably the capability of the Partnership, we must work to ensure the capacity is equitable across Argyll and Bute and resourced accordingly.

Finally, the TSP confirms its role in enabling the third sector to thrive and to grow in its contribution to our local society, environment and economy.

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