



18 November 2010

A meeting of the **ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD, PA31 8RT** on **WEDNESDAY, 24 NOVEMBER 2010** at **10:00 AM**.

## **AGENDA**

- 1. WELCOME AND APOLOGIES**
- 2. MINUTES OF THE FULL PARTNERSHIP HELD ON THE 30TH JUNE 2010**(Pages 1 - 10)
- 3. MANAGEMENT COMMITTEE UPDATE**(Pages 11 - 26)
- 4. CPP ANNUAL REPORT**(Pages 27 - 34)
- 5. SOA ANNUAL REPORT (PROGRESS MADE)- JANE FOWLER**(Pages 35 - 104)
- 6. JOINING THE PLANS .....2012 ONWARDS - LYNDA THOMSON - DISCUSSION**
- 7. VISIONS AND VALUES - JANE FOWLER**(Pages 105 - 106)
- 8. JOINT APPROACH TO BUDGET COMMUNICATIONS - JO SMITH/LYNDA THOMSON**(Pages 107 - 108)
- 9. EXECUTIVE SUB GROUP UPDATE**(Pages 109 - 110)  
(a) SHARED SERVICES (Pages 111 - 128)
- 10. OFF SHORE WIND DEVELOPERS - CPP CONSULTATION MARCH 2011- EILEEN WILSON/AUDREY MARTIN**(Pages 129 - 134)
- 11. THEMATIC GROUPS UPDATE**(Pages 135 - 138)

**12. LACPG UPDATE**

(a) AREA UPDATES (Pages 139 - 146)

(b) FORWARD TOGETHER (Pages 147 - 152)

**13. CPP CONFERENCE 2011**

**14. MEETING DATES 2011**

**15. DATE OF NEXT MEETING - 9TH MARCH 2011 COUNCIL CHAMBERS KILMORY**

**CONCLUDE WITH LUNCH**

**ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP****MINUTES of FULL PARTNERSHIP MEETING held in the  
COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD  
on WEDNESDAY 30 June 2010****Present**

Dick Walsh (Chair)	Argyll and Bute Council
Raymond Park	Strathclyde Police
Sally Loudon	Argyll and Bute Council
Eileen Wilson	Argyll and Bute Council
Cleland Sneddon	Argyll and Bute Council
CLlr George Freeman	Argyll and Bute Council
CLlr Donnie MacMillan	Argyll and Bute Council
Ken MacDonald	Argyll and Bute Council
Shirley MacLeod	Argyll and Bute Council
Roanna Taylor	Argyll and Bute Council Young Scot
Muriel Kupris	Argyll and Bute Council
Sue Gledhill	Highlands and Islands Enterprise
Sarah Taylor	Youth Focus/Scottish Youth Parliament
Roanna Taylor	Young Scot / Argyll and Bute Council
Keith Philip	Strathclyde Police
Glen Blend	Strathclyde Police
Geoff Calvert	Strathclyde Fire and Rescue
David Penman	Strathclyde Fire and Rescue
Andrew Campbell	Scottish Natural Heritage
Moria Paton	NHS Highland
Derek Leslie	NHS Highland
Michael Breslin	Argyll College
Eleanor MacKinnon	Third Sector Partnership/Argyll Voluntary Action
Glenn Heritage	Third Sector Partnership/Argyll Voluntary action
Tim Barrett	Forestry Commission
Josh Battle	Mid Argyll Youth Project
Graham Taylor	Mid Argyll Youth Project
Fiona Kalache	Mid Argyll Youth Project
Lynn Johnstone	Mid Argyll Youth Project/Mid Argyll Youth Club
Sarah Taylor	Mid Argyll Youth Project/Member of Scottish Youth Parliament
Rian MacAllister	Youth Focus/Scottish Youth Parliament
Ramsay Grey Stevens	Young Scot

**In attendance:**

Jan Brown (minutes)	Argyll and Bute Council
David Clements	Argyll and Bute Council – Ag Item 10
John Binning	Strathclyde Partnership for Transport – Ag Item 13, presentation
Louise MacDonald	Young Scot – Ag Item 17
Jo Smith	Argyll and Bute Council – Ag Item 19

**Apologies:**

Fiona Logan	Loch Lomond and the Trossachs National Park
David Dowie	Scottish Government
Robert Pollock	Argyll and Bute Council
Jane Fowler	Argyll and Bute Council
Cllr Vivien Dance	Argyll and Bute Council
Cllr Ron Simon	Argyll and Bute Council
Cllr Donald MacDonald	Argyll and Bute Council
Bill Dundas	Scottish Government
Colin Renfrew	Fyne Homes
Douglas Cowan	Highland and Island Enterprise
Neil Francis	Scottish Enterprise
Jim Frame	SEPA
Janet Skillen	Bute Community Links

ITEM	DETAIL	ACTION
1.	<p><b>WELCOME</b></p> <p>Dick Walsh(Chair) welcomed everyone to the meeting with special welcome to Cleland Sneddon new Executive Director, Cllrs MacMillan and Freeman as Chairs of Local Area Community Planning Groups, Tim Barratt Forestry, Commission and Sarah Taylor, Rian Macalister, Ramsey Grey Stevens, Graham Taylor, Lynn Moore and Fiona Kalache representing Mid Argyll Youth Project, Focus Groups and the Scottish Youth Parliament</p> <p>Apologies were noted</p>	
2.	<p><b>MINUTES OF FULL PARTNERSHIP MEETING HELD ON THE 10<sup>TH</sup> FEBRUARY 2010</b></p> <p>The minute of the meeting held on 10<sup>th</sup> February 2010 was accepted as a true record with the note that Bill Connolly Strathclyde Fire and Rescue had sent his apologies for the meeting.</p>	<p><b>Jan Brown(Admin)</b></p>

ITEM	DETAIL	ACTION
3.	<p><b>MATTERS ARISING</b></p> <ul style="list-style-type: none"> <li>• <b>Item 6 – BUDGET – COUNCIL AND PARTNERS OVERVIEW OF BUDGET POSITION FOR 2010-2011</b> A Public Sector Group has been established and will have its first meeting on the 8<sup>th</sup> July 2010.</li> <li>• <b>Item 7 – PROPOSAL TO ESTABLISH A CPP EQUALITY AND DIVERSITY GROUP</b> A CPP Equality and Diversity Group has been established and is due to sign off the partnership agreement on 7<sup>th</sup> July.</li> <li>• <b>Item 8 – COMMUNITY ENGAGEMENT STRATEGY</b> Update will appear as an agenda item</li> <li>• <b>Item 9 – INTRODUCING NEW STANDING ITEMS COVERING LACPGS AND THEMATIC GROUPS</b> Both these groups report to the Management Committee</li> <li>• <b>Item 12 - SCOTTISH NATIONAL RURAL NETWORK</b> The event was in Oban and despite heavy snowfall and the Rest and Be Thankful being closed it was well attended. A report is available on the Rural Network Website.</li> </ul>	
4.	<p><b>MINUTES OF THE MANAGEMENT COMMITTEE HELD ON THE 20<sup>TH</sup> JANUARY 2010</b></p> <p>The minute of the meeting held on 20 January 2010 was accepted as a true record.</p>	
5.	<p><b>MATTERS ARISING</b></p> <p>All matters have been covered in subsequent Management Committee Meetings.</p>	
6.	<p><b>MINUTES OF THE MANAGEMENT COMMITTEE HELD ON THE 24<sup>TH</sup> MARCH 2010</b></p> <p>The minute of the meeting held on 24 March 2010 was accepted as a true record</p>	
7.	<p><b>MATTERS ARISING</b></p> <p>All matters have been covered in subsequent Management Committee Meetings.</p>	

ITEM	DETAIL	ACTION
8.	<p><b>MINUTES OF THE MANAGEMENT COMMITTEE HELD ON THE 16<sup>TH</sup> JUNE 2010 (DRAFT)</b></p> <p>The minute of the meeting held on the 16<sup>th</sup> June 2010 are still in draft form and the following are items for noting from the meeting.</p>	
9.	<p><b>MATTERS ARISING – RAYMOND PARK</b></p> <ul style="list-style-type: none"> <li>• <b>Item 9 – REAP – Audrey Martin.</b> The Renewable Energy Action Plan was approved and a small sub group is being established to consider emergency services requirements. The first meeting of this sub-group is on the 20<sup>th</sup> July and will report back to the Management Committee in September.</li> <li>• <b>Item 4 – DRIVESafe – OBJECTIVES 2010 – 2013 REPORT AND DRAFT AGREEMENT</b> The DRIVESafe Initiative gave a presentation explaining that a new Partnership Agreement had been developed taking them into the next phase of the initiative. A number of activities are taking place across Argyll and Bute promoting road safety</li> <li>• <b>ITEM 10 – REVIEWING OUR VISION –</b> The proposal for a new VISION was considered by the Management Committee. Discussions will be ongoing with opportunities for further consultation at local levels. There is an item on today's agenda re this matter.</li> <li>• <b>ITEMS 11 &amp; 12 – Thematic and Local Area Group Feedback</b> It was encouraging to hear the progress being made at both levels. After a few teething problems the groups were working well and a report follows later.</li> <li>• <b>ITEM 16 – ARGYLL AND BUTE THIRD SECTOR INTERFACE – GLENN HERITAGE</b> A brief presentation was given by Glenn on the roles of the organisations that make up the Third Sector and their recent training programme. Due to lack of time we were unable to link into the live Argyll Communities Website.</li> </ul> <p><b>ACTION POINT: Partners were asked to note the progress which had been made to date.</b></p>	All Partners
10.	<p><b>PERFORMANCE MANAGEMENT – DAVID CLEMENTS</b></p> <p>David Clements gave a report and asked the Partnership to</p> <ul style="list-style-type: none"> <li>• Comment on the performance information within the</li> </ul>	

ITEM	DETAIL	ACTION
	<p>scorecard</p> <ul style="list-style-type: none"> <li>• Identify if action is required to address any performance issues</li> <li>• Note that further refinement of performance issues is required and that work is ongoing.</li> </ul> <p>Sally Loudon noted that significant progress had been. A huge amount of information had been received and was being sorted into annual and monthly/quarterly reporting. Information was coming in from partners more readily now as instead of being caught up in the technology of the system they were increasingly reporting by telephone/email. It is important that we review indicators. Do we have the correct indicators and how do we measure to show if the movement is forward? Are our targets too easy to complete? Scorecards need to be actively monitored/scrutinised by the Community Planning Partnership through the Thematic Group structure.</p> <p><b>ACTION POINT : Partners to note</b></p>	<p><b>All Partners</b></p>
11.	<p><b>REVIEWING OUR VISION – JANE FOWLER</b></p> <p>Argyll and Bute Council is committed to reviewing its vision and values in line with the changing external environment, both financially and politically.</p> <p>The report recommends that :</p> <ul style="list-style-type: none"> <li>• the CPP note the contents of the report, provide feedback on reviewing the vision and on the proposed theme.</li> <li>• that a number of involvement sessions are set up at Local Area Community Planning Group meetings to assess public opinion on what the CPP should be hoping to achieve</li> <li>• the CPP note that a further report will be made to the CPP Management Committee in September.</li> </ul> <p>A lively discussion followed after which the recommendations in the report were approved.</p> <p><b>ACTION POINT: Report approved</b></p>	<p><b>All Partners</b></p>

ITEM	DETAIL	ACTION
12.	<p><b>CPP THEMATIC GROUP UPDATES</b></p> <p><b>a) Economy – Douglas Cowan, HIE</b></p> <p>Sue Gledhill gave the report in the absence of Douglas Cowan. The group had presentations from Visit Scotland and Skills Development Scotland at their meeting on the 8<sup>th</sup> June. Discussions on scorecards also took place. The Community Account Process is moving ahead having taken three areas into Account Management in year 1. This year three more areas have been placed into Account Management and two more areas, Colonsay and Tiree which are active communities working towards sustainability with lots of opportunities around REAP have been integrated as late entrants.</p> <p><b>ACTION POINT: The Partnership acknowledges the report and notes that an updated report will go to the Management Team in September.</b></p> <p><b>b) Environment – Andrew Campbell, SNH</b></p> <p>At the last meeting there had been a vigorous discussion on the reporting process on Pyramid. There was also some discussion on the possibility of combining the PPG and Thematic Groups into one due to duplication of content.</p> <p><b>ACTION POINT: The Partnership noted the position of the Environment Group.</b></p> <p><b>c) Social Affairs – Cleland Sneddon, ABC</b></p> <p>The last meeting of the group had been postponed and this had been discussed at the Management Committee meeting on the 16<sup>th</sup> June. Cleland has a meeting with Cllr Dance and this and other issues will be discussed. In future dates of meetings will be published in advance with efforts being made by all involved for these to go ahead.</p> <p><b>ACTION POINT: Meeting Dates will be published in advance with efforts being made by all to attend</b></p>	<p><b>All Partners</b></p> <p><b>All Partners</b></p> <p><b>Members of the Groups</b></p>
13.	<p><b>STRATHCLYDE PARTNERSHIP FOR TRANSPORT – PRESENTATION – JOHN BINNING</b></p> <p>John gave a presentation on SPT's Transport Outcomes report which looks at the effect SPT can have in Argyll and Bute. After some discussion John agreed to furnish Cllr Freeman with</p>	



ITEM	DETAIL	ACTION
	<p>more information on the timescale for improvements on the A82 Pulpit Rock work.</p> <p>Raymond Park thought that SPT could become a member of Drivesafe and this was welcomed by the Partners and John Binning of SPT.</p> <p><b>ACTION POINT: Report noted by the Partnership and will come back to other CPP meetings for further discussion.</b></p>	<b>All Partners</b>
14.	<p><b>COMMUNITY PLANNING ACTION PLAN UPDATE AND REPORT – EILEEN WILSON</b></p> <p>The CPP Action Plan was agreed at the Management Committee on the 30<sup>th</sup> March 2009. This report updates the partnership on progress that has been made against each of the outcomes. It is recommended that the partners note the progress that has been made to date.</p> <p><b>ACTION POINT : Partnership agreed and noted progress</b></p>	<b>All Partners</b>
15.	<p><b>COMMUNITY ENGAGEMENT STRATEGY – ACTION PLAN UPDATE AND REPORT – EILEEN WILSON</b></p> <p>This report provides CPP Partners with a strategic approach to engaging communities in Argyll and Bute. As the Council has undergone changes the Action Plan for delivering on the Community Engagement Strategy has been reviewed and updated.</p> <p>This report recommends that:</p> <ul style="list-style-type: none"> <li>• the Partnership note the content of this report</li> <li>• the Partnership acknowledges the progress made in delivering the Community Engagement Strategy</li> </ul> <p>There is still a lot of work to be done in this area and we continue to improve and move forward.</p> <p><b>ACTION POINT: Partnership agreed and noted the progress</b></p>	<b>All Partners</b>
16	<p><b>ARGYLL AND BUTE THIRD SECTOR PARTNERSHIP – REPORT – GLENN HERITAGE</b></p> <p>Glen presented the report at the Management Committee on the 16<sup>th</sup> June 2010. There was a presentation given on the Third Sector Training Project and unfortunately due to the lack time we were unable to participate in the live demonstration of the web site.</p>	<b>All Partners</b>

ITEM	DETAIL	ACTION
	<b>ACTION POINT: Partners are asked to note the progress and disseminate information</b>	
17	<p><b>YOUNG SCOT/DIALOGUE YOUTH – PRESENTATION – LOUISE MACDONALD CHIEF EXECUTIVE NATIONAL YOUNG SCOT</b></p> <p>Louise gave a very good presentation highlighting the work carried out by the Young Scot/ Youth Dialogue project, after which Muriel Kupris and Roanna Taylor, Argyll and Bute Council gave an overview of the situation in Argyll and Bute.</p> <p>Fiona Kalache of The Mid Argyll Youth Project took the Partnership through the work being carried with the Scottish Government and said that as a voluntary organisation funding was very important in the day to day running of the MAYP. Sarah Taylor who is a member of the Scottish Youth Parliament told of a recent visit by a group to Holyrood and raised other local concerns raised by young people in Argyll and Bute .</p> <p>Strathclyde Fire and Rescue offered the use of community Fire stations for meetings and youth events throughout Argyll and Bute.</p> <p>The Chairman congratulated Fiona and the group for their work and hoped that we would value what we have and continue to encourage young people to use what facilities we have.</p>	
18	<p><b>LOCAL CPP GROUP UPDATES – SHIRLEY MACLEOD, AREA CUSTOMER SERVICES MANAGER, ABC</b></p> <p>Shirley gave a verbal update on all four areas. All groups have had meetings which have been well organised, attended and very positive. Some groups were evaluating the work which had been carried out. Bute and Cowal have adopted and agreed their Local Plan and this is being distributed at the moment. The groups need to focus and finalise the local Plans in their areas and will need to employ a strong business approach to take forward what is identified.</p> <p>Work is ongoing to target hard to reach people.</p>	
19	<p><b>A PARTNERSHIP APPROACH TO COMMUNICATION – JO SMITH, COMMUNICATIONS MANAGER, ABC</b></p> <p>This session will begin to develop a communications plan which will identify key messages and target audiences. Having gained support through the Forward Together Events we have a need to keep that audience engaged. By developing new ways of engaging our existing audiences and of targeting new audiences,</p>	

ITEM	DETAIL	ACTION
	<p>we will look at what actions are needed, who might be responsible while considering the timescales and success measures.</p> <p>At the end of the session all information was gathered in and will be developed into a communications action plan which will be presented to the CPP Management Committee in September for approval.</p> <p>The information we have gathered will also help us to move forward with the immediate challenge of keeping our communities engaged through the LACPG structure.</p>	
	<p><b>DATE OF NEXT MEETING – 24<sup>TH</sup> NOVEMBER 2010 – COUNCIL CHAMBERS KILMORY, LOCHGILPHEAD – 10.00AM</b></p>	

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**MINUTES of MEETING of ARGYLL AND BUTE  
COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE**

**Mid Argyll Community Hospital Wednesday 8 September 2010**

**Present**

Raymond Park	Strathclyde Police (Chair)
Jane Fowler	Argyll and Bute Council
Eileen Wilson	Argyll and Bute Council
Cleland Sneddon	Argyll and Bute Council
Lynda Thomson	Argyll and Bute Council
Geoff Calvert	Strathclyde Fire and Rescue
Douglas Cowan	HIE
Peter Russell	Scottish Government
Neil Sturrock	Strathclyde Partnership for Transport
Moria Paton	N.H.S. Highland
Roanna Taylor	Argyll and Bute Young Scot/Dialogue Youth/Argyll and Bute Council
Glenn Heritage	Third Sector Partnership/ AVA
<b>In attendance:</b>	
Jan Brown	Argyll and Bute Council

**Apologies:**

Derek Leslie	General Manager, Argyll and Bute CHP
David Penman	Strathclyde Fire and Rescue
Andrew Campbell	Scottish Natural Heritage
Shirley MacLeod	Argyll and Bute Council
Sally Loudon	Argyll and Bute Council

ITEM		ACTION
1.	<p><b>WELCOME</b></p> <p>Raymond Park welcomed everyone to the meeting and noted apologies.</p>	
2.	<p><b>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 16 JUNE 2010</b></p> <p>The minute of the previous meeting was agreed with the following change.</p> <p><b>Ag Item 7 – Replace Jane Fowler’s name from Action column with Derek Leslie’s</b></p>	<b>CPP Admin</b>

3.	<p><b>MATTERS ARISING</b></p> <p>All Matters Arising from the June meeting are covered in this Agenda.</p>	
4.	<p><b>SINGLE OUTCOME AGREEMENT – JANE FOWLER</b></p> <p>(a) Annual Report  The report shows the progress made, the key areas where we're moving forward and what we are reporting on.  A lively discussion followed around measuring outcomes and indicators, the time lines for reports, how best to circulate information locally, what measures are the 'right ones' and who should be doing the measuring. The different timescales for reporting has created difficulties with obtaining the most up to date results.  The partners agreed that the Community Action Plan and the SOA should be integrated into one document making them more workable. Peter Russell agreed to forward a timeframe from Scottish Government for refreshing the SOA.  The Annual Report will be sent to the Scottish Government by end of September 2010 and all partners have to work together to ensure that the report is delivered on time and with the correct information.  There was concern that measures were being changed without reporting back to the Scottish Government or the Partnership, Partners are particularly asked to provide justification for the removal of measures not previously notified to the to the Partnership</p> <p><b>Action Point – email report to all Partners for scrutiny and to reply back to Argyll and Bute Council by 17<sup>th</sup> September with changes and updates. Partners are asked to ensure that the correct indicators are being measured.</b></p> <p><b>Peter Russell to forward a timeframe from the Scottish Government for refreshing the SOA.</b></p> <p>(b) Independent Budget Review  This report makes recommendation on the financial challenges facing the public sector and is seeking views from the Partnership  Argyll and Bute Council's 'Difficult Choices for Difficult Times' leaflet is currently being circulated and a report will go to the Council Strategic Management Team later in the year.  Argyll and Bute Council's budget process will start in November. This is significantly earlier than in the past and will include wide ranging consultation particularly with CPP partners.</p>	<p><b>CPP Admin  All Partners</b></p> <p><b>Peter Russell</b></p>

5.	<p><b>COMMUNITY PLANNING ACTION PLAN UPDATE – EILEEN WILSON</b></p> <p>The Management Committee noted the progress made on the delivery of the Community Planning Action Plan. The Partners acknowledged that Community Engagement was an essential element of Community Planning and each organisation had its own list of priorities.</p>	
6	<p><b>COMMUNITY ENGAGEMENT SUB-GROUP PROPOSALS – EILEEN WILSON</b></p> <p>The Management Committee agreed to the formation of a CPP Sub-Group to strategically co-ordinate Community Engagement across the Partnership. The lead will be taken by Argyll and Bute Council, Improvement and Organisation Development with strong representation from the Third Sector.</p> <p><b>Action Point – Eileen Wilson to progress formation of Sub-Group</b></p>	<b>Eileen Wilson</b>
7.	<p><b>CPP COMMUNICATION PLAN – EILEEN WILSON</b></p> <p>The Partners agreed to identify key staff to take forward CPP Communication priorities Argyll and Bute Councils Communication Manager, Jo Smith, to facilitate meeting of appropriate staff</p> <p><b>Action Point – Jo Smith to progress recommendations</b></p>	<b>Jo Smith</b>

8.	<p><b>VISIONS AND VALUES – JANE FOWLER</b></p> <p>There has been positive and supportive feedback on the proposed new Vision. The consultation will continue at the next round of Local Area Committee Planning Groups with a final report submitted to the November Management Committee meeting.</p> <p><b>Action Point – Agenda Item for 3<sup>rd</sup> November Management Committee Meeting</b></p>	CPP Admin
9	<p><b>PUBLIC SECTOR PARTNERS EXECUTIVE SUB-GROUP UPDATE – JANE FOWLER</b></p> <p>Invites to the meeting of the Group will be sent out Thursday 16<sup>th</sup> September. This will be a full day session at which Partners will be encouraged to voice their concerns.</p> <p>Argyll and Bute council have worked through the potential impact on other Partners and identified possible budget savings through shared services with other agencies; an example is the proposed new building in Helensburgh which is intended to incorporate Argyll and Bute Council, Strathclyde Police and ACHA.</p> <p>Argyll and Bute Council are also moving forward with Workforce Deployment which will see staff move to a more flexible way of working and will have practical benefits.</p> <p>There have been a number of meeting rooms identified within the Partnership which are available for meetings for partners to use.</p>	
10.	<p><b>THEMATIC GROUP FEEDBACK</b></p> <p><b>(a) Economy</b></p> <p>This group has made good progress in taking forward the thematic actions within the Community Plan. The structure is changing and moving away from Council lead to a more balanced structure</p> <p>While the group continues to develop there are still some issues with partners' access to Pyramid and this is now being resolved. Jane fowler stressed that access to Pyramid is not a barrier to capturing performance information and maintaining it.</p> <p><b>(b) Environment</b></p> <p>This group has made progress in taking forward thematic actions in the Community Plan and developing an effective system of monitoring using the Pyramid Scorecard.</p> <p><b>(c) Social Affairs</b></p> <p>There have been a number of service redesign issues with the existing scorecard but the group now feel that they are moving</p>	



	<p>forward quickly. The group has now signed the Partnership Agreement with some alterations.</p> <p>Thematic Groups will be required to review CPP/SOA content for the new plan.</p> <p><b>Action Point – Improvement and Organisation Development to provide guidance for Thematic Groups, dependant on timeline from Scottish Government.</b></p>	Lynda Thomson
11.	<p><b>LOCAL AREA COMMUNITY PLANNING GROUP FEEDBACK</b></p> <p><b>(a) Bute and Cowal</b></p> <p>The group has made good progress in establishing membership and has agreed an Area Action Plan. The group is well organised, enthusiastic and looking forward to piloting different Community Engagement methods over the coming months.</p> <p><b>(b) MAKI</b></p> <p>This group is running along similar lines but not as far developed as Bute and Cowal. While there is great enthusiasm, it is felt that there is a need for better communication between all those involved.</p> <p>Overall progress is being made at local community planning level. Local community plans have been developed and are now being considered at each LACPG. The LACPG's are currently being consulted on the Difficult Choices for Difficult Times Council Budget Consultation. A further consultation will take place at the Forward Together 2 Community Consultation events and a report will come back to the Management Committee.</p> <p><b>Action Point – Report back to Management Committee in November</b></p>	Area Corporate Services Managers
12.	<p><b>RATIONALISATION OF ARGYLL AND BUTE COUNCIL AND THIRD SECTOR MEETINGS – UPDATE</b></p> <p>The Management Committee noted the positive progress made and agreed that the functions of the CPP Funding Hub should be incorporated into the new structure when agreed.</p>	
13.	<p><b>THIRD SECTOR INTERFACE FUNDING – GLENN HERITAGE</b></p> <p>Community Planning Partnership is required by Scottish Government to endorse the Third Sector Interface Single Delivery Framework. A draft outline was presented which highlighted a few of the problems and this was supported by the Management Committee.</p>	

14.	<p><b>CITIZENS' PANEL UPDATE</b></p> <p>The Citizens' Panel has been refreshed as agreed. Those removed from the panel have been given information on Local Area Community Planning structures to enable them to continue to be involved in Community Planning if they desire. The panel will be looking for new members to take the place of those who leave.</p>									
15.	<p><b>RENEWABLE ENERGY ACTION PLAN SUB-GROUP REPORT.</b></p> <p>The Management Committee agreed to the recommendations that a consultation be planned to follow on from the 1<sup>st</sup> Full Partnership Meeting in 2011. The consultation will allow Local and Thematic groups to ask questions and express concerns regarding proposed offshore developments. Developers and Marine Scotland will be invited to attend.</p> <p><b>Action Point – REAP Sub-group to plan event.</b></p>	<b>CP Manager</b>								
16.	<p><b>YOUTH FOCUS – UPDATE</b></p> <p>Martin Turnbull, Argyll and Bute Council Youth Work Manager, presented a paper outlining the current position regarding Youth Focus and Youth Services. Youth Focus will continue to be supported enabling young people to participate at local and strategic levels.</p>									
17.	<p><b>PROPOSED CONFERENCE DATES – 2010</b></p> <p>Local Dates Agreed</p> <table> <tr> <td>Bute and Cowal</td> <td>23 October 2010</td> </tr> <tr> <td>Mid Argyll, Kintyre and the Islands</td> <td>30 October 2010</td> </tr> <tr> <td>Helensburgh and Lomond</td> <td>13 November 2010</td> </tr> <tr> <td>Oban, Lorn and the Isles</td> <td>20 November 2010</td> </tr> </table> <p>Community Planning Partnership</p>	Bute and Cowal	23 October 2010	Mid Argyll, Kintyre and the Islands	30 October 2010	Helensburgh and Lomond	13 November 2010	Oban, Lorn and the Isles	20 November 2010	
Bute and Cowal	23 October 2010									
Mid Argyll, Kintyre and the Islands	30 October 2010									
Helensburgh and Lomond	13 November 2010									
Oban, Lorn and the Isles	20 November 2010									

	Proposed Dates - 9/10 December 2010	
18.	<b>A.O.C.B.</b> Geoff Calvert, Strathclyde Fire and Rescue, informed the group of the work of the Campbeltown Young Fire-fighters Project. Volunteers in the project have been successful in gaining apprenticeships and First Aid Accreditation. It was hoped that Strathclyde Police would be able to adapt this scheme in some way and take it forward.	

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**MINUTES of MEETING of ARGYLL AND BUTE  
COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE**

**OBAN FIRE STATION 3<sup>RD</sup> NOVEMBER 2010**

**Present**

Raymond Park	Strathclyde Police (Chair)
Jane Fowler	Argyll and Bute Council
Eileen Wilson	Argyll and Bute Council
Lynda Thomson	Argyll and Bute Council
Shirley MacLeod	Argyll and Bute Council
Stephen Colligan	Argyll and Bute Council
Donald MacDonald	Argyll and Bute Council
Bill Dundas	SERPID
Derek Leslie	N.H.S. Highland
Geoff Calvert	Strathclyde Fire and Rescue
David Penman	Strathclyde Fire and Rescue
Douglas Cowan	HIE
Peter Russell	Scottish Government
Neil Sturrock	Strathclyde Partnership for Transport
Glenn Heritage	Third Sector Partnership/ AVA

**In attendance:**

Jan Brown	Argyll and Bute Council
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**Apologies:**

Sally Loudon	Argyll and Bute Council
Cleland Sneddon	Argyll and Bute Council
Duncan MacIntyre	Argyll and Bute Council (Councillor)
Andrew Campbell	Scottish Natural Heritage
Gordon MacLennan	Strathclyde Partnership for Transport
Moria Paton	N.H.S. Highland

ITEM		ACTION
1.	<p><b>WELCOME</b></p> <p>Raymond Park welcomed everyone to the meeting and noted apologies. He also thanked the Fire Service for the use of Oban Fire Station.</p> <p>Jane Fowler acknowledged that Argyll and Bute Council have brought forward most of the papers for the agenda and urged partners to contribute papers for consideration by the Management Committee at future meetings.</p>	

2.	<p><b>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 8 SEPTEMBER 2010</b></p> <p>The minute of the previous meeting was agreed as a true reflection.</p> <p><b>MATTERS ARISING</b></p> <p>Item 6 – It was agreed to form a sub-group with discussions well underway with stakeholders.</p> <p>Item 7 – Contacts identified within other organisations and meetings arranged by Jo Smith Communications Manager</p> <p>Item 15 – REAP sub group progressing planning of event. Paper will go to the next Thematic and Local Area Committees inviting questions from members to be put to the Companies involved in the event in February.</p> <p>Item 16 – CPP Conference postponed till 2011</p> <p>All other matters covered in this Agenda</p>	
3.	<p><b>ARGYLL AND BUTE SINGLE OUTCOME AGREEMENT ANNUAL REPORT 2009/10 – JANE FOWLER – FOR DISCUSSION</b></p> <p>Stephen Colligan provided a summary of performance and highlighted challenges around the collection of data for SOA reports on progress. Stephen suggested that it would be useful to share organisations' operating plans so that we can see what measures are being used across organisations and where we can make links from these to the SOA which will support us in preparing for the SOA review.</p> <p>The Management Committee acknowledged that although 11 out of 15 are showing as red overall good progress is being made when looking behind the main indicator. The Management Committee are positive about utilising the reporting process to highlight areas for development. The report was considered to be well presented and useful.</p> <p>In reviewing performance, as demonstrated in the report, the Management Committee reaffirmed their commitment to providing as much relevant, useful and timely information as possible. Discussion followed regarding how best to ensure that this happens.</p> <p>Agreed:</p> <ul style="list-style-type: none"> <li>● That performance exception reports will be provided to the Management Committee on a quarterly basis, in line with the thematic group process.</li> <li>● That we ensure that there are clearer links developed between</li> </ul>	

	<p>outcomes in thematic groups and on SOA, as reported at Management Committee.</p> <ul style="list-style-type: none"> <li>• Where there is no obvious ‘owner’ of an outcome on a thematic group scorecard the issue should be raised to the Management Committee to resolve.</li> <li>• Roll up of measures, as presented in report, are acceptable.</li> <li>• To ensure more efficient reporting of performance against measures. Stephen Colligan will continue to work with partners develop this.</li> </ul> <p>Actions:</p> <ul style="list-style-type: none"> <li>• Each organisation to provide Stephen with the name of their performance lead person whom Stephen will liaise with.</li> <li>• Stephen will contact these leads to arrange meetings before next management Committee.</li> <li>• Stephen to arrange a group meeting, only if it becomes obvious that this would be of benefit to all those involved and in providing more timely and useful information for the SOA.</li> </ul> <p>There is still significant information which has not been captured and we need to identify what has been achieved. There is a need to keep the SOA on the Agenda when we are all going through Service Delivery Changes and proposals.</p>	
<p>4.</p>	<p><b>DIFFICULT CHOICES FOR DIFFICULT TIMES – JANE FOWLER - PRESENTATION</b></p> <p>Jane Fowler and Derek Leslie gave the presentation which has already been round the Bute and Cowal LAPG and the MAKI LAPG and was well received.</p> <p>Argyll and Bute SMT has taken it round staff to make as many aware of the proposed cuts as possible.</p> <p>The Management Team discussed ways in which the presentation could be adapted to include other Partners and show a more complete all round package.</p>	<p><b>All Partners</b></p>
<p>5.</p>	<p><b>CPP BUDGET – JANE FOWLER/LYNDA THOMSON</b></p> <p>Members were informed that invoices had been sent out for next year’s contribution to the CPP Budget and were asked to commit to a contribution.</p> <p>It was agreed that a breakdown of the budget would be circulated for consideration and be brought back to the Management Committee in December. Peter has requested that the Management Committee look at the bigger picture</p>	

	<p><b>Action Point: All Committee Members to consider the budget and bring back in December.</b></p> <p><b>Lynda and Eileen to pull together a paper for next Management Committee illustrating Community Plan, Actions and costs required for discussion.</b></p> <p><b>Lurette Roberts Alcohol and Drug Partnership and Eileen to look at incorporating Alcohol and Drug Partnership Budget into wider Partnership spend.</b></p>	<p><b>All Partners</b></p> <p><b>Lynda Thomson/ Eileen Wilson Eileen Wilson</b></p>
6	<p><b>EXECUTIVE SUB GOUP FEEDBACK SHARED SERVICES PAPER – JANE FOWLER</b></p> <p>Jane Fowler presented the paper after which the Management Committee discussed how the different options/steams would affect their own organisations. It was felt that the Executive Sub group were well focused on the difficulties facing each Service. Peter Russell agreed to attend the Sub Group</p>	
7.	<p><b>LOCAL AREA COMMUNITY PLANNING GROUP FEEDBACK – SHIRLEY MACLEOD</b></p> <p>The Management Committee are asked to note the progress in taking forward the Community Engagement role and in delivering local outcomes contained in the Community Plan.</p>	
7(a).	<p><b>FORWARD TOGETHER 2 BUTE AND COWAL AREA COMMUNITY GROUP CONSULTATION EVENT</b></p> <p>The Management Committee are asked to note feedback and outcomes, the model will be replicated in the other e areas and a full report will come to the Management Committee in December including feedback on budget and service delivery priorities.</p>	
7(b).	<p><b>MAKI FORWARD TOGETHER 2</b></p> <p>This event was held on 30<sup>th</sup> October and was well attended linking three different locations. VC connections were maintained throughout the day and although the voting sessions took longer than expected all delegates were able to take part.</p>	



8.	<p><b>THEMATIC GROUP FEEDBACK – GROUP LEADS</b></p> <p>There have been no new meeting of these groups since the last Management Committee meeting. All groups are continuing to move forward with the aims and goals identified at previous meetings.</p>	
9	<p><b>REVIEW OF THE CPP CONSITUTION/AGREEMENT</b></p> <p>This item was moved to the next Management Committee on the 15<sup>th</sup> December</p>	
10.	<p><b>VISIONS AND VALUES – JANE FOWLER</b></p> <p>The Visions and Values presentation has been round all the Local Area Planning Groups and has received no adverse feedback. The Management Committee are asked to approve this presentation going to the Full Partnership. Derek Leslie pointed out the NHS has also recently renewed their values</p> <p>Management Committee approved.</p> <p><b>Action Point: Take Vision and Values to the Full Partnership</b></p>	Jane Fowler
11.	<p><b>THIRD SECTOR INTERFACE FUNDING DELIVERY FRAMEWORK FINAL SUBMISSION – GLENN HERITAGE</b></p> <p>Glenn presented the report and gave background for information. A decision is expected 16/17 December and Glenn will report back at a later Management Committee</p>	
12.	<p><b>PUBLIC SECTOR EQUALITY DUTY – JANE FOWLER</b></p> <p>The recommendations of the report are that the Management Committee :</p> <ul style="list-style-type: none"> <li>• Note the Councils response to the Public Sector Equality Duty consultation</li> <li>• Approve the proposed timescale for the development of corporate equality outcomes in line with new legislation</li> </ul>	

	<ul style="list-style-type: none"> <li>Identify opportunities for joint working with close liaison with the CPP Equalities sub group</li> <li>Continue to aim for equality in service design and delivery as a driver for improving services.</li> </ul> <p>The Equalities sub group will take forward and develop Equality Outcomes.</p> <p>Management Committee noted the contents of the report.</p>	
13.	<p><b>CITIZENS' PANEL REFRESH</b></p> <p>The Management Committee were asked to note the completed refresh, approve proposed November/December survey which focuses on the Council's Budget Considerations and approve a new survey to be carried out in February/March 2011 to include themes carried over from last time.</p> <p>There was discussion around the format of the questions being asked but the Committee approved the proposal. Jane urged other Action-Members to become more involved and informed that the Citizens' Panel is available to be used for focus Groups.</p> <p><b>Agreed:</b> Go ahead in November/December with the Difficult Choices, Difficult Times questions. Ask Chris Carr to develop questions around Difficult Choices with more input from Partners.</p> <p><b>Agreed:</b> Next Spring Survey to include previously missed items, more questions from partners and questions to identify gaps in SOA</p> <p><b>Action Point : Jane Fowler to go ahead with Citizens' Panel Survey</b></p>	
14.	<p><b>MEETING DATES 2011.</b></p> <p>The Management Team approved the proposed dates.</p> <p><b>Action Point: Members were asked to note the dates in their calendars.</b></p>	
15.	<p><b>APPOINTMENT OF NEW CHAIR OF CPP MANAGEMENT COMMITTEE</b></p> <p>It was proposed that the handover be postponed until 23<sup>rd</sup> February 2011. Raymond Park will continue as Chairman until then. Derek Leslie will take over on that date.</p> <p>The Management Committee approved the recommendation</p>	<b>All Partners</b>

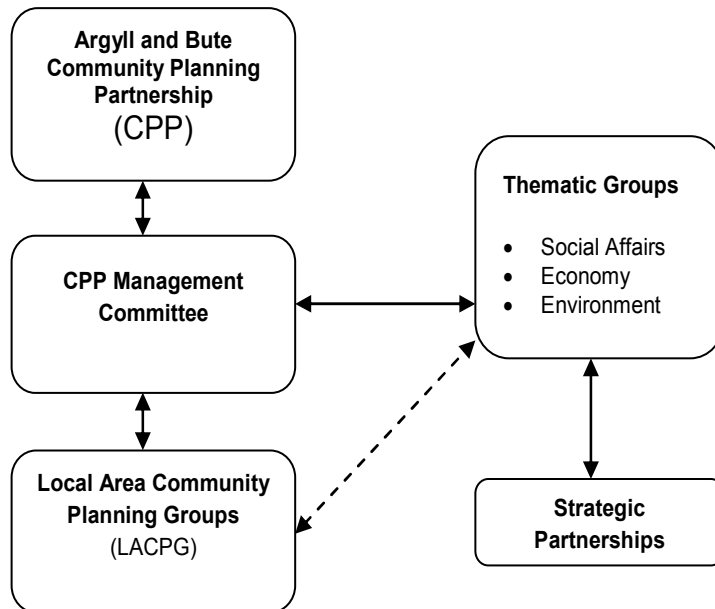
16.	<b>AOCB Demonstration Summary Report</b> The Report was circulated to the members for noting	
17.	<b>NEXT MEETING – 15 DECEMBER 2010 AT OBAN FIRE STATION</b>	

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## INTRODUCTION



In Argyll and Bute the **Community Planning Partnership** has developed strategic and local structures that enable it to monitor the delivery and effectiveness of the Community Plan and Single Outcome Agreement (SOA) and to enable communities to influence the decisions that are made by the partnership.

**CPP Thematic Groups** monitor the delivery of the Community Plan and SOA under three themes; **Social Affairs, Economy and Environment**. Each of these

Thematic Groups has an associated scorecard enabling partners to see progress made against agreed actions, address problems and mitigate risk.

Within the Argyll and Bute CPP area there are 4 **Local Area Community Planning Groups (LACPGs)**. LACPGs are made up of local representatives of Community Planning Partners and local communities. These groups are responsible for developing and maintaining Local Community Plans within Community Plan outcomes and supporting effective collaboration between community based organisations. These plans have associated performance scorecards that enable partners to see progress being made against agreed priorities in the local area. LACPGs are also responsible for giving effect to the Community Engagement Strategy at a local level.

The 3<sup>rd</sup> Sector is represented at CPP by the Third Sector Partnership through the **Third Sector Interface**. Through the Interface the Third Sector Partnership is responsible for building the third sector relationship with community planning. The TSP is represented at local and thematic levels.

Through the use of **Highlight and Exception** reporting **Strategic Partnerships**, are able to inform Thematic Groups of progress being made in achieving agreed outcomes that link to the Community Plan and SOA and also to address any arising issues or challenges.

Partnership Agreements are now in place at all levels of the CPP Framework.

## OUR GOALS

### **Our community plan is committed to focusing on:**

- Town centre and waterfront regeneration (CHORD)
- Improvement to the strategic transport network
- Vulnerable areas and South Kintyre in particular
- Modernising social and healthcare services
- Reducing alcohol and drugs related disorder and crime

## CPP ACTION PLAN HIGHLIGHTS

The Argyll and Bute Community Planning Partnership agreed an action plan to coordinate the delivery of services and other activities in Argyll and Bute to improve the quality of life and physical environment for residents and visitors to the area. The purpose of the CPP Thematic Groups is to coordinate the activities of the Partnership to ensure that the action plan agreed by the Partnership is delivered.

### **Economy**

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The ambition of the Economy TG is to create employment and prosperity by developing competitive and successful businesses, sustainable economic assets and vibrant towns that are centres of economic activity.

Priorities

#### **Highlights**

- Publication of the renewable Energy Action Plan raising the profile of opportunities in the renewable sector.

### **Social Affairs**

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The ambition of the Social Affairs TG is to create safe, healthy, caring and diverse communities where services are planned and delivered based on local needs. Healthy and inclusive communities where people feel safe and secure and where diverse cultures are celebrated.

#### **Highlights**

- Secondary education attainment results remain consistently above the national average for session 2009/10
- Increased proportion of looked after and accommodated children who are cared for in non-residential settings (through increased availability of foster care and kinship care placements) – currently 69%
- Improved performance in relation to changing the balance of care for older persons toward care in community settings – 64% by March 2010
- Achievement of 0 delayed discharge figures for 5 consecutive months to August 2010
- The Homecoming 2009 arts and culture programme exceeded all expectations - £7.6 million was generated for the local economy and over 37,000 visitors stayed in Argyll and Bute when attending events

## Environment

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The ambition of the Environment TG is to protect and enhance our built, natural, and managed environment whilst promoting our cultural, social and natural heritage. Also to use our environment to create employment and prosperity and to protect our unique area.

### Highlights

- Over 89% of the natural features (plants, birds, habitats etc) on Argyll and Bute's protected areas are in favourable condition compared to a Scottish average of 78% (March 2010).
- During 2009-10 over £8m to more than 240 land managers has been awarded from the Scottish Rural Development Programme to help sustain the management of agricultural land which hosts Argyll and Bute's iconic species and habitats like corncrakes, butterflies and machair.
- The Argyll and Bute Design Forum encouraged high standards of built development by running a Sustainable Design Awards competition with the winning entries being selected by public vote. Awards were made to buildings entered under categories for small scale residential and new build non-residential.
- Community Planning Partners have worked together to produce new plans covering the management of freshwater systems, forestry and biodiversity within Argyll and Bute.

## Community Engagement and Local Community Planning

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The ambition of the Community Planning Partnership is to strengthen and extend community planning processes and to increase community involvement locally and on key topics. It is also to build capacity of organisations and communities, sharing experiences, knowledge, skills and resources.

**Local Area Community Planning Groups** first met in November 2009. The aim of this new structure is to improve the partnership's focus on understanding the needs of local communities and so challenge existing service provision. Partners are better able to look for opportunities to work together to achieve more efficient use of resources and creatively shape and steer how services are provided. This way we hope we will be able to deliver better targeted and co-ordinated services to our local communities. Local Area Community Planning Groups are strengthened by the involvement of local councillors and democratically elected members from Community Councils.

### Highlights

- Four **Local Community Plans**, one for each administrative area, have been developed and endorsed by the Local Area Community Planning Groups. These provide a focus for action on local priorities.

- Four **Forward Together** community consultation events have been held, one in each administrative area,

### **Better Community Engagement**

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Argyll and Bute CPP is working with the Scottish Government Community Engagement Teams' Better Community Engagement Programme as one of ten Local Demonstration Projects. The Better Community Engagement framework is based on the National Standards for Community Engagement and is designed to enable the planning of learning in community engagement.

The first stage of the project has been to develop a community engagement route map based on the structures and expectations identified by those involved at all levels of the community planning framework. The focus is now to develop a training and learning resource targeted at Local Area Community Planning Groups. This resource will take the form of a community engagement toolkit designed to inform and support all LACPG stakeholders.

### **Consultation Diary**

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The gathering and recording of consultation and engagement activities was an action in the Community Engagement Strategy. A pro forma has been developed to begin the process of gathering information about any planned, current or recent consultations. The information will be gathered at a local level and collated to give an overall picture of consultation activity. Information will also be collated at an Argyll and Bute level and made available to all partners.

### **Principles of Representation at CPP**

The CPP Partnership Agreement was adopted in May 2009. Under the new structure partner organisations are regularly required to represent each other at Management Committee, Thematic Partnerships, Local Community Planning level and at other strategic partnerships. In order for this to work partners must be confident that they are fully informed of any discussions taking place and are able to feed into any debate. It is essential that information flows in both directions. Clear lines of **accountability** allow representatives to speak with real authority. This does not mean that all decisions are subject to a consensus, at times a representative will have to present diverse, sometimes conflicting, views. Representatives should be prepared and able to explain decisions and actions. Partners in a representation role should put into place reporting mechanisms that support the flow of information without creating unnecessary burdens and make arrangements that enable all partners to participate as fully as possible. There should also be clarity about who is being represented and whether one partner has a clear mandate to represent another.

### **Examples of good practice**

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- **Strathclyde Police** - have Information Sharing Protocols in place, for the sharing of information between Strathclyde Police and partner organisations



with regards to the following: Anti Social Behaviour with Argyll and Bute Council, ACHA, Fyne Homes and Homeless Services: Noise Nuisance with Argyll and Bute Council Environmental Services: Serious and Organised Crime Groups with Argyll and Bute Council ( Due to be signed on 19/10/2010). Regular updates are also given on attendance at CPP Executive meetings, CPP Management Committee Meetings, Community Safety Partnership meetings as well as at Local Area Community Planning Group meetings for MAKI, Bute and Cowal, Oban Lorn and The Isles, Helensburgh and Lomond. Regular Community Engagement meetings are also held, which gives the public the opportunity to attend and speak directly to members of their Community Policing team regarding local issues. Community newsletters are regularly distributed.

- **Strathclyde Fire and Rescue** – have processes in place including an internal meeting reporting system, a clear schematic of representation by SFR personnel through the CPP structure. There is also a Community Event Initiative form. This Community Event Initiative process is used to provide relevant information to evaluate whether or not they can support individual initiatives.
- **The Third Sector Partnership** – engage with the wider sector to gather information, seeking clarification from partners on local issues. The third Sector Partnership (TSP) acts as the representative for the sector following the principles of representation as laid out in their partnership agreement. The TSP act as representatives of the sector at agreed calendar of meetings taking notes for circulation and feedback to the wider sector. Short meeting reports are prepared and notes uploaded to the TSP Website. The TSP also circulates consultation documents to partner mailing list and through web portal.
- **Highlands and Island Enterprise** – takes responsibility for the information flow with Scottish Enterprise but as they cover only a small part of the CPP area the relevance to their current remit is limited and the amount of feedback needs to be filtered to reflect this. HIE's Community Account Management (CAM) process which supports communities to create and deliver their own individual community plans assisted by a funded Local Development Officer post fits well with the aims of Community Planning. The CPP is advised in advance as a community is brought into CAM enabling all partners to identify opportunities which this increased community cohesion may bring to fit with their own work. HIE takes a lead role in the Economy Thematic Group and participates in a small number of partnership groups which fit closely with our remit such as the Area Tourism Partnership and the Demonstration Project
- **Budget consultation** – the partnership have started early consultation on future budget challenges through the community planning partnership Forward Together events. This enables community members to hear directly about the budget situation in the public sector and to engage in and contribute to the discussion and debate on identifying priorities for future service delivery.

**CONCLUSION**

Community planning in Argyll and Bute has progressed well throughout 2009/10, with the changed structure now operational. The partnership will continue to review and update its approach as the process of engagement improves and deepens.

<b>CPP ADMINISTRATIVE BUDGET 2009/10</b>
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The Community Planning Partnership members contribute to the management and administration of the partnership. The partner contributions and expenditure in 2009/10 are detailed below.

### **Argyll and Bute Council - Community Planning Administrative Budget 2009/10**

#### **INCOME**

<b>CPP budget surplus/deficient from previous year</b>	18616
<b>Core Funding Contributions From Partners</b>	
HIE	14132
NHS Highland	12560
Strathclyde Police	3278
Strathclyde Fire and Rescue	3371
Strathclyde Partnership for Transport	2000
Additional funding from Strathclyde Police	1000
Argyll and Bute Council	28000
Fairer Scotland Fund	
<b>Total Income</b>	<b>82957</b>

#### **EXPENDITURE**

##### **Direct/Indirect Employment Costs**

Staff Costs (Includes NI/Pension)	39262
Car allowance/Travel & Subsistence)	3414
Conference Fees	

##### **General Costs**

Furniture	24
Photo-copying, Printing, Stationery and publicity	3077
Postage	
Telephone	116
Computer Software	157
Computer Hardware	33
IT Consumables	
Meeting Expenses	681
Hire of Facilities	60
Third Party Travel and Subsistence	

##### **Consultants**

Hexagon	9400
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<b>Total Expenditure</b>	<b>56224</b>
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<b>Budget Position at Year End</b>	<b>26733</b>
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**Argyll and Bute Community Planning Partnership****Full Partnership  
24<sup>th</sup> November 2010**

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**Single Outcome Agreement Annual Report 2009/10**

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**1 INTRODUCTION**

- 1.1 This report provides the Community Planning Partnership (CPP) with an update, including summary, on the Single Outcome Agreement (SOA). The report illustrates that 79.6% of all measured outcomes are on target.
- 1.2 The Community Planning Management Committee monitors performance and has recently adopted a more robust approach to managing those measures that are not performing to target. This will enable the partnership to challenge performance, review the indicators being used, identify clear improvement actions and assess their impact on the overall outcomes.
- 1.3 It is also important that the measures contained within the SOA remain relevant to the partnership. The management Committee has recently agreed to refresh the measures in the SOA.

**2 RECOMMENDATION**

- 2.1 It is recommended that the CPP:
1. Note performance in the SOA Annual Report 2009/10
  2. Note the Management Committee's decision to refresh the success measures in the SOA
  3. Note the Management Committee's decision to review actual performance on a quarterly basis
  4. Agree to a progress report on SOA performance coming to the Full Partnership twice a year

**3 DETAIL**

- 3.1 The Argyll and Bute Single Outcome Agreement (SOA) was developed by Argyll and Bute Community Planning Partnership (CPP) and approved in 2009. It identifies a series of local outcomes that contribute to the 15

national outcomes set out by the Scottish Government. These local outcomes relate to the priority themes of our Community Plan:

- Outstanding Environment
- Vibrant Communities
- Forward Looking

The SOA binds partners in a joint agreement to deliver services collectively in the best interests of and in partnership with the communities and individuals in Argyll and Bute.

3.2 The progress on the National Outcomes at 31<sup>st</sup> March 2010 for Argyll and Bute Community Planning Partnership is highlighted in this report. This report presents performance information on progress towards the 15 National Outcomes at 31<sup>st</sup> March 2010 for Argyll and Bute Community Planning Partnership. This is illustrated in the attached table by green/red status. The overall performance for each Outcome is arrived at by a simple roll-up of success measures. If one measure is off target, the Outcome overall is shown as off target:

- 5 Outcomes are green where performance targets have been met or exceeded in 2009/10
- 10 outcomes are red where performance has decreased or targets have not been met. These Outcomes are identified as requiring improvement actions.

Of a total 118 measures in the SOA, 94 or 79.6% are on or exceeding their target.

3.2 For the purpose of reporting, we have identified the key success measures for each national outcome. These are supported by related success measures. The related success measures have no overall weighting to the performance against a national outcome although each success measure will be a key success measure for one national outcome.

3.3 In the first section of the report, a summary is provided for each National Outcome illustrating the current status Argyll and Bute Community Planning Partnership is at in relation to contributing to the National Outcome. The status of the key local indicators is based on the latest available data up to and including 31<sup>st</sup> March 2010.

3.4 Each National Outcome is then highlighted in more in-depth detail and a breakdown of performance of the underpinning success measures is available again based on the latest available data to the end of the

reporting period. The status of each success measure is supplemented with details of the latest available data at an Argyll and Bute level up to 31<sup>st</sup> March 2010.

- 3.5** It should be noted that there is still significant effort required by the Council to collect performance information on the indicators selected for the SOA by partners. The time lag in some of these indicators results in a real difficulty in measuring the performance that has been achieved and subsequently relating that to the improvement measures that are required and in place.
- 3.6** It is important that the SOA is kept under review and is challenged to ensure that it is measuring performance in a way that enables joint working across the partnership and allows for prioritisation, challenge and improvement.

#### **4 CONCLUSION**

- 4.1** Although the SOA indicates successes in some areas, the partnership continues to need refinement in indicators and improvement in performance management to ensure that it reflects robust performance information and facilitates scrutiny, challenge and improvements.

For further information please contact:

Jane Fowler  
Head of Improvement and HR  
Argyll and Bute Council  
01546 604466

<b>National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe.</b>	
Overall performance	● R
Illustration of performance	● G   ● G   ● G   ● R   ● G




















<b>National Outcome 2 – We realise our full economic potential with more and better employment opportunities for our people.</b>	
Overall performance	● R
Illustration of performance	● G   ● G   ● G   ● G   ● G   ● G   ● G   ● R   ● G   ● R   ● G   ● G   ● R








<b>National Outcome 3 – We are better educated, more skilled and more successful, renowned for our research and innovation.</b>	
Overall performance	● G
Illustration of performance	● G   ● G






<b>National Outcome 4 – Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</b>	
Overall performance	● G
Illustration of performance	● G   ● G   ● G   ● G   ● G   ● G   ● G   ● G   ● G   ● G   ● G   ● G   ● G   ● G   ● G   ● G










<b>National Outcome 5 – Our children have the best start in life and are ready to succeed.</b>	
Overall performance	● G
Illustration of performance	● G   ● G   ● G   ● G   ● G   ● G












<b>National Outcome 6 – We live longer, healthier lives.</b>																			
Overall performance	 R																		
Illustration of performance	 G	 R	 R	 R	 G	 G	 G	 G	 G	 R	 G	 G		 G	 G	 G	 G	 R	 R

<b>National Outcome 7 – We have tackled the significant inequalities in Scottish society.</b>																			
Overall performance	 R																		
Illustration of performance	 R	 G	 G	 G	 G	 G													

<b>National Outcome 8 – We have improved the life chances for children, young people and families at risk.</b>																			
Overall performance	 R																		
Illustration of performance	 R	 R	 G	 G															

<b>National Outcome 9 – We live our lives safe from crime, disorder and danger.</b>																			
Overall performance	 G																		
Illustration of performance	 G	 G	 G	 G	 G	 G	 G		 G										

<b>National Outcome 10 – We live in well-designed, sustainable places where we are able to access the amenities and services we need.</b>																			
Overall performance	 R																		
Illustration of performance	 R	 G	 G	 R	 G	 R	 G	 R											

**National Outcome 11** – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

Overall performance	● G													
Illustration of performance	● G	● G	● G	● G	● G									

**National Outcome 12** – We value and enjoy our built and natural environment and protect it and enhance it for future generations.

Overall performance	● R													
Illustration of performance	● G	● G	● R	● G	● G									

**National Outcome 13** – We take pride in a strong, fair and inclusive national identity.

Overall performance	● R													
Illustration of performance	● R	● G												

**National Outcome 14** – We reduce the local and global environmental impact of our consumption and production.

Overall performance	● R													
Illustration of performance	● R	● R	● G	● G										

**National Outcome 15** – Our public services are high quality, continually improving, efficient and responsive to local people's needs.




Overall performance	● R																
Illustration of performance	● G	● G	● G	● G	● G	● G	● G	● G	● G	● G	● G	● G	● R	● R	● R		



**National Outcome 1 – We live in a Scotland that is the most attractive place for doing business in Europe.**

**Key local outcomes**

Ref	Description
VC3	Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities

**Key success measures**

Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
HIE1a	Highlands and Islands Enterprise	Number of new growth plans developed with account managed businesses	20 (2008/9)	26 growth plans developed by end of FQ4 09/10.	 Green	The target set by HIE for 2009/10 was 26 and this was achieved by the end of the financial year 2009/10.
HIE1b	Highlands and Islands Enterprise	Cumulative total of account managed businesses	20 (2008/9)	Cumulative total growth plans was 47 at FQ4 09/10.	 Green	The cumulative target set by HIE for the end of 2009/10 was 46 businesses and this was achieved by the end of the financial year.
NP02	Scottish Government	Increase the business start up rate (VAT registrations per 10,000 adults)	(A&B 2007) 32 (Scot 2007) 35	36 businesses set up in 2008	 Green	There has been an increase on the baseline figure.

LPI08	Visit Scotland	Visitor figures for selected attractions in Argyll and Bute	Bute Discovery Centre - 107,429 Dunstaffnage Castle - 28,282 National Park Centre Luss - 89,329 Inveraray Jail - 64,532 Hill House - 26,811 (all 2006)	Bute Discovery Centre - 103,906 Dunstaffnage Castle - 21,478 National Park Centre Luss - 61,063 Inveraray Jail - 65,481 Hill House - 26,254  (All figures are for 2009 except for Bute and Luss, for which 2008 figures are used)	 Red	There was an increase in the number of visitors to Dunstaffnage Castle, Inveraray Jail and Hill House than what was recorded the previous reporting period. Modest targets were set of a 1% increase to each attraction on a yearly basis. However, the increase in visitors did not reach the 1% increase figure.
LPI09	Visit Scotland	Annual total visitor numbers to all Tourist Information Centres	700,817 visitors (2008/09)	730,935 visitors	 Green	There was an increase in the number of visitors to Tourist Information Centres for FQ3. However, for FQ1 and FQ2, there was a drop in visitors compared to the same period in 2008/09.
<b>Other related local outcomes</b>						
<b>Ref</b>	<b>Description</b>					
OE4	An area that is accessible, yet retains its remote character					
VC4	Well connected economically and socially					

VC7	High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute
FL4	Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints


Other related success measures						
Ref	Lead Organisation	Success measures				Status
LPI01	Argyll and Bute Council	Network road condition indicator (excludes trunk roads)				● Red
ABC07a	Argyll and Bute Council	Transport infrastructure projects completed				● Red
Measures no longer recorded						
HIE1c	Highlands and Islands Enterprise	Number of businesses deepening engagement in international business activity	20 (2008/9)	This measure is no longer being recorded by HIE		The impacts and outcomes from this measures is incorporated within HIE's activity through account management of high growth businesses, and the data is no longer captured at a local level.
HIE1d	Highlands and Islands Enterprise	Private sector earnings index	120 (2008/9)	This measure is no longer being recorded by HIE.		The impacts and outcomes from this measures is incorporated within HIE's activity through account management of high growth businesses, and the data is no longer captured at a local level.




**National Outcome 2 – We realise our full economic potential with more and better employment opportunities for our people.**

**Key local outcomes**



Ref	Description
OE2	The environment is respected as a valued asset that can provide sustainable opportunities for business
OE3	A high quality image and identity that is recognised and appreciated globally
VC2	Well balanced demographically with young people choosing to stay or move to the area
VC3	Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
VC7	High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute




**Key success measures**




Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
LPI06	Argyll and Bute Council	Percentage of all planning applications dealt with in 2 months	57.8% (2007/8)	64.63%	 Green	Outturn for Q4 of 2009/2010 has significantly improved in the final quarter of the financial year. We are now performing at our target level and some 10% more efficient than the mean average of our comparable Local Authorities (defined as the 'Rural 9' Local Authorities). We are the second strongest performer within this group based on 2007-2009 statistics. The target is to have 65% of all planning applications dealt with in 2 months.


ABC01b	Argyll and Bute Council	Clear objectives agreed for renewables development	No Renewables Action Plan for Argyll and Bute	On Course	 Green	The Renewable Action Plan prepared and on course for Council approval.
		Developers signed up to the renewable energy concordat	2	On Track	 Green	One draft concordat agreed with new developer (Novera) however there are issues with grid connection to approved windfarm. In discussion with Npower regarding AnSuidh and possibility of concordat
ABC03b	Argyll and Bute Council	Homecoming – Additional funds levered into the area	n/a	£7,569,292.77	 Green	Significant additional funds were levered into the area and the economic impact was around £4m to the local economy.



ABC06b	Argyll and Bute Council	Progress to release land around Helensburgh and Cardross for development	n/a	65% completed	 Green	<p>Currently on course to achieve the targeted completion date. A target of 65% was set for FQ4 2010/11.</p> <p>When the Green Belt Master plan was originally proposed, it was intended to be a standalone project, which would be separate from any review of the Local Plan.</p> <p>Whilst the initial landscape assessment has now been completed the preparation of the Masterplan has now been incorporated into the Local Development Plan process.</p> <p>Greenbelt landscape study now completed.</p>
HIE2	Highlands and Islands Enterprise	Number of account managed social enterprises with growth plans	5 (2008/9)	The figures for FQ4 09/10 was 7.	 Green	<p>The target for this measure set by HIE for 2009/10 was 6 and this was achieved by the end of the financial year.</p>















LPI03	Scottish Government	GRO mid-year data – average net migration of young aged 16-24	-329 (2002/6)	-266	 Green	The level of migration of young aged 16 – 24 still indicates that there are more members of this group moving out of Argyll and Bute than in, mainly due to undertaking Higher Education outside the area. A target of 1.5% increase in the levels of in-migration has been set and for 2009 performance was above the target.
LPI04	Scottish Government	GRO mid-year data – ‘Young’ age cohorts as proportion of total population	Aged 0-15 = 17.17%	16.19%	 Red	The proportion of the population aged 0-15 has fallen from 16.52% to 16.19%. The target for 2009 was 16.68%. An annual target to increase the proportion of the population of this age group by 1% based on the previous year data has been set.
			Aged 16-24 = 9.72%	10.32%	 Green	The proportion of the population aged 16 – 24 has increased slightly from 10.11% to 10.32%. The target for 2009 was 10.21%. An annual target to increase the proportion of the population of this age group by 1% based on the previous year data has been set.

LPI05	Scottish Government	Increased levels of net in-migration to Argyll and Bute (GRO Mid-Year estimates)	2002/6 461	-145	 Red	We are continuing to see a decrease in the level of net in-migration to Argyll and Bute. There are 6 Local Authorities in Scotland which saw a negative figure for net in-migration.
ABC09a	Argyll and Bute Council	Business Gateway service established with transfer of all functions from SE and HIE	n/a	Completed in April 2009.	 Green	This measure was completed in April 2009 so this measure is no longer monitored.
		Business start ups supported	Business Gateway was implemented on 1 April 2009 therefore no baseline	Business Gateway Argyll and Bute (Bute & Cowal, Mid Argyll, Kintyre and Islay, Oban, Lorn and the Isles) achieved 72 business start ups	 Green	<p>The target for this measure was 128.</p> <p>This is the combined target for the whole of the Argyll and Bute Council area which included the HIE and SE parts of the area.</p> <p>Business Gateway Argyll and Bute achieved 72 business start ups against a target range of 72 – 88 start ups.</p> <p>Business Gateway Dunbartonshire achieved 34 business start ups in 2009/10 against a target of 56.</p>

				Business Gateway (Dunbartonshire) achieved 34 business start-ups.	 Red	The total business start-ups for the whole of Argyll and Bute Council area was 106 out of a total target of 128. It should be noted that for Q1, 2010/11 the combined start-ups across the Argyll and Bute Council area exceeded its target by 50%, 48 start ups compared with a target of 32.
		% supported businesses still operating after 2 years	tbc	0.00%		Reporting on the % of businesses trading after 2 years will start in 2011, 2 years after the establishment of Business Gateway. There is no historical database to track so will need to mature these results.

**Other related local outcomes**

Ref	Description
VC4	Well connected economically and socially
VC6	Housing that is appropriate and affordable with local people able to participate in the housing market
FL2	Proactive communities where local people and organisations look for and create opportunities
FL3	Dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute
FL4	Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints



Other related success measures			
Ref	Lead Organisation	Success measures	Status
ABC03a	Argyll and Bute Council	Clear objectives for forestry development	 Green
SEARS1	SEARS	Management agreements in place for key habitats for Marsh Fritillary, Black Grouse and Corncrake secured	 Green
ABC03b	Argyll and Bute Council	Homecoming – Additional visitors to the area	 Red
NP07	Scottish Government	Increase the proportion of school leavers (in positive and sustained destinations)	 Green
ABC04f	Argyll and Bute Council	Pupils engaged in Skills for Work	 Green
ABC08	Argyll and Bute Council	Waterfront and town centre regeneration	 Green
HIE1a	Highlands and Islands Enterprise	Number of new growth plans developed with account managed businesses	 Green
HIE1b	Highlands and Islands Enterprise	Cumulative total of account managed businesses	 Green
NP02	Scottish Government	Increase the business start up rate (VAT registrations per 10,000 adults)	 Green
LPI08	Visit Scotland	Visitor figures for selected attractions in Argyll and Bute	 Red
LPI09	Visit Scotland	Annual total visitor numbers to all Tourist Information Centres	 Green
ABC07a	Argyll and Bute Council	Transport infrastructure projects completed	 Red
NP27	Scottish Government	Increase the rate of new house building - number of new builds	 Red
ABC14	Argyll and Bute Council	Improved support for third sector organisations	 Green

**National Outcome 3 – We are better educated, more skilled and more successful, renowned for our research and innovation.**





**Key local outcomes**

Ref	Description
VC2	Well balanced demographically with young people choosing to stay or move to the area
FL5	Communities that encourage lifelong learning

**Key Success measures**

Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
NP07	Scottish Government	Increase the proportion of school leavers (in positive and sustained destinations)	(A&B 2006/7) 86% (Scot 2006/7) 86%	87.50% (FY 08/09)	 Green	The proportion of school leavers in positive destinations slightly fell from 87.8% to 87.5%. Target is 89%.
AC1	Argyll College	FE activity increases to match the Scottish average	4,500 FE SUMs <sup>1</sup> allocated to Argyll College	6,390 FE SUMs allocated to Argyll College	 Green	Argyll College is on target to achieve 9,000 SUMs by 2011.

<sup>1</sup> Student activity is measured using Student Unit of Measurement (SUMs)




Other related local outcomes			
Ref	Description		
OE2	The environment is respected as a valued asset that can provide sustainable opportunities for business		
VC3	Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities		
FL2	Proactive communities where local people and organisations look for and create opportunities		
FL3	Dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute		
FL4	Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints		
Other related success measures			
Ref	Lead Organisation	Success measures	Status
LPI03	Scottish Government	GRO mid-year data – average net migration of young aged 16-24	 Green
LPI04	Scottish Government	GRO mid-year data – 'Young' age cohorts as proportion of total population	 Red
HIE1a	Highlands and Islands Enterprise	Number of new growth plans developed with account managed businesses	 Green
HIE2	Highlands and Islands Enterprise	Number of account managed social enterprises with growth plans	 Green

**National Outcome 4** – Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

**Key local outcomes**

Ref	Description
VC3	Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
VC7	High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute

**Key Success measures**

Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
ABC04f	Argyll and Bute Council	Pupils engaged in Skills for Work	173 in 7 schools	471	 Green	Target of 350 – 400 set for 2010/11 so target exceeded in 09/10.
ABC04a	Argyll and Bute Council	Curriculum for Excellence implemented	As Curriculum stands	On Track for completion date August 2012	 Green	The Local Authority is on track for the Curriculum for Excellence to be implemented.
ABC04d	Argyll and Bute Council	Increase attainment in age 5-14 age range	<b>Primary</b> Baseline data for 5-14 is from 2007	<b>Primary</b> The 5-14 data in this column is from June 2010		
			Reading = 84%	Reading = 87%	 Green	The performance in 2009/10 was the same as 2008/09. The target for 09/10 was 84%.



			Writing = 79%	Writing = 78%	● Green	The performance in 2009/10 was 78% compared with 82% for 2008/09. The target for 09/10 was 77%
			Maths = 85%	Maths = 87%	● Green	The performance in 2009/10 was 87% compared with 89% for 2008/09. The target for 09/10 was 82%
			<b>Secondary</b>	<b>Secondary</b>		
			Reading = 65%	Reading = 76%	● Green	Argyll and Bute Council continues to make progress towards the long term target and has improved on the baseline figure significantly.
			Writing = 48%	Writing = 55%	● Green	Argyll and Bute Council continues to make progress towards the long term target and has improved on the baseline figure significantly.

			Maths = 61%	Maths = 67%	● Green	Argyll and Bute Council continues to make progress towards the long term target and has improved on the baseline figure significantly.
		Attainment levels in national qualifications	<b>By the end of S4:</b>	<b>By the end of S4:</b>		
			5+ Level 4 = 83%	5+ Level 4 = 80.6%	● Green	The authority average has increased to 80.6% in 2008/09 compared to 80.23% in 2007/08.
			5+ Level 5 = 36%	5+ Level 5 = 35.4%	● Green	The authority average has increased from 34.43% in 2007/08 to 35.4% in 2008/09/
			<b>By the end of S5:</b>	<b>By the end of S5:</b>		

			3+ Level 6 = 21%	3+ Level 6 = 23%	● Green	Argyll and Bute Council continues to make progress towards the long term target and has improved on the baseline figure significantly.
			5+ Level 6 = 9%	5+ Level 6 = 9.2%	● Green	Argyll and Bute Council continues to make progress towards the long term target and has improved on the baseline figure significantly.
			<b>By the end of S6:</b>	<b>By the end of S6:</b>		
			3+ Level 6 = 35%	3+ Level 6 = 35.4%	● Green	Improvements against the baseline figure.
			5+ Level 6 = 22%	5+ Level 6 = 23%	● Green	Improvements against the baseline figure.
			1+ Level 7 = 16%	1+ Level 7 = 16.1%	● Green	Improvements against the baseline figure.

		Literacy and numeracy rates	P2 pupils achieving Level A: Reading 46% Writing 48% Maths 88%	P2 pupils achieving Level A: Reading 50% Writing 58% Maths 90%		This is not measured at a P2 level. Attainment figures are recorded at primary and secondary school level rather than at individual primary class level.
			Pupils with Level 3 qualification or better by end of S6 in: English and Maths 96%	Pupils with Level 3 qualification or better by end of S6 in: English and Maths 95% (2009/10)	● Green	A slight decline but the target of 95% was achieved.

**Other related outcomes**

Ref	Description
VC2	Well balanced demographically with young people choosing to stay or move to the area
VC5	A sense of history with a view to the future
FL1	Communities that are culturally rich with a desire to excel
FL3	Dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute
FL5	Communities that encourage lifelong learning

**Other related success measures**




Ref	Lead Organisation	Success measures	Status
NP07	Scottish Government	Increase the proportion of school leavers (in positive and sustained destinations)	● Green
AC1	Argyll College	FE activity increases to match the Scottish average	● Green

## National Outcome 5 – Our children have the best start in life and are ready to succeed.

### Key local outcomes

Ref	Description
VC1	Safe supportive communities with positive culture and sense of pride in the area
VC7	High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute

### Key success measures

Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
ABC04b	Argyll and Bute Council	Number of children accessing the Early Years service	tbc	100% take up of pre-5 provision	 Green	The percentage of registered pre 5 children who take up a pre 5 placement was 100% throughout the year.
ABC04h	Argyll and Bute Council	Uptake of school meals	tbc	Number of entitled pupils taking a free meal on the day of survey - 948	 Green	The number of entitled pupils taking a free meal on the day of the survey was higher than the last 2 financial years.
NHS-H2	Argyll & Bute CHP	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.	70.5% NHS Highland (Sep 2008)	80.5%	 Green	Argyll and Bute CHP have continued to make good progress with this measure. However, it is worth noting that this measure is no longer a HEAT target and will not be monitored any longer.

NHS-H3	Argyll & Bute CHP	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.	0	142 achieved completions	Green	A new trajectory was agreed to March and a new cumulative total was set for March 2011. Argyll and Bute CHP are on track to exceed this target.
NP11	Scottish Government	60% of school children in primary 1 will have no signs of dental disease by 2010	(A&B 2006) 56% (Scot 2006) 54.1%	68.4% (FY 08/09)	Green	Performance for 08/09 improved significantly compared to 07/08 at which 60.3% were registered. The target set was 61.5%.

#### Other related outcomes

Ref	Description
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VC6	Housing that is appropriate and affordable with local people able to participate in the housing market
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#### Other related success measures



Ref	Lead Organisation	Success measures	Status
ABC04a	Argyll and Bute Council	Curriculum for Excellence implemented	Green
ABC04d	Argyll and Bute Council	Increase attainment in age 5-14 age range	Green
		Literacy and numeracy rates	Green
ABC04c	Argyll and Bute Council	Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 (any subject)	Red
ABC06a	Argyll and Bute Council	Completions on shared equity and social rented houses	Green





## National Outcome 6 – We live longer, healthier lives.

### Key local outcomes






Ref	Description
VC1	Safe supportive communities with positive culture and sense of pride in the area
VC7	High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute
FL3	Dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute



### Key success measures




Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
ABC05c	Argyll and Bute Council	Waiting list for home care adults (free personal care)	9 clients waiting 0-3 months for a service (Dec 2008)	No of People Awaiting FPC within their homes – 8 (March 2010) against a target of zero	 Green	<p>Performance in relation to FPC remains a high priority for staff in Adult Care.</p> <p>Performance is consistently in single figures with no client waiting beyond 4 weeks for service.</p> <p>2010/11 target will be zero</p>
ABC05d	Argyll and Bute Council	Waiting list for residential care adults	10 clients waiting 0-3 months and 2 waiting 3-4 months (Dec 2008)	No of people measured by Time Awaiting CH Placement – 15 (March 2010)	 Red	<p>The number of adults awaiting both Free personal Care and Care Home (CH) Placement funding is consistently low and in single figures (3 at August 2010) showing continuous improvement towards an ambitious target of zero</p>



ABC05b	Argyll and Bute Council	Percentage of older people receiving services cared for in care home	41.8% (Dec 2008)	35.75%	 Red	Considerable progress in 09/10 towards target. Target will be revised to 30% from October 2010 in line with launch of overnight Homecare teams and new Sheltered (Extra Care Housing) pilots being available during the autumn of 2010.
		Percentage of older people receiving services cared for with intensive home care	58.2 (Dec 2008)	64.25%	 Red	Considerable progress in 09/10 towards target. Target will be revised to 70% from October 2010 in line with launch of overnight Homecare teams and new Sheltered (Extra Care) Housing pilots being available during the autumn of 2010.
NHS-H4	Argyll & Bute CHP	Achieve agreed number of alcohol screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.	Data not yet complete for 2008/09	2638 interventions achieved	 Green	Argyll and Bute CHP is on track to achieve the new revised target which has been set for 2010/11.
NHS-A10	Argyll & Bute CHP	12 weeks max wait for all outpatient referrals and for inpatient / day case	Day case and in patient: 12 weeks	0	 Green	No patient is currently waiting longer than 12 weeks






		from Dec 2010, 18 weeks RTT (Referral to Treatment) from Dec 2011	Outpatient referrals: 12 weeks	0	 Green	No patient is currently waiting longer than 12 weeks
			Diagnostic tests: 6 weeks	0	 Green	No patient waiting longer than 6 weeks.
NHS-T8	Argyll & Bute CHP	Older People Cared For At Home: Increase the level of older people with complex care needs receiving care at home.	58.2%		 Green	No further update is available for this measure. NHS Highland is currently working with ISD to develop local dataset for monitoring.
		Delayed Discharges: To continue to have no clients waiting over 6 weeks in an NHS Bed	0	1	 Red	The number of patients waiting over 6 weeks in an NHS bed was 1. This was higher than the end of 2008/09 although it is worth noting that the end of year figure had decreased from the peak number earlier in the year.
NHS-H7	Argyll & Bute CHP	Increase the proportion of new-born children exclusively breastfed at 6-8 weeks from 26.6% in 2006/2007 to 33.3% in 2010/2011. (Scottish baseline and target)	28.4% (2006/7)	29.5%	 Green	Progress has been made compared to the previous year although the performance must improve if the target for the end of 2010/11 is to be achieved.

NHS-T10	Argyll & Bute CHP	NHS Boards will achieve agreed reductions in the rates of attendance at A&E, from 2006/2007 to 2010/2011; and from end 2007 no patient will wait more than 4 hours from arrival to admission, discharge or transfer for accident and emergency treatment.	98% wait <4 hours	99%	 Green	Continue to reach the target with this measure on a monthly basis. The past 12 months has seen a consistent rate of 98 – 99%.
NHS-A11	Argyll & Bute CHP	Maximum drug treatment waiting times (developmental)	tbd			There was no performance measure available for Argyll and Bute CHP for 2009/10.
NHS-T12	Argyll & Bute CHP	By 2008/2009, we will reduce the proportion of older people (aged 65+) who are admitted as an emergency inpatient 2 or more times in a single year by 20% compared with 2004/2005 and	43.7‰ (2004/5)		 Green	The number of Emergency Bed-days for patients aged 65 and over fell for 2 successive quarters up to and including FQ4 08/09.  This measure has changed as the HEAT targets have developed,

		reduce, by 10%, emergency inpatient bed days for people aged 65 and over by 2008.	3262/1000 (2004/5)	3057/1000	 Green	The number of bed days for patients aged 65 and over was 3057 for FQ4 08/09. The target set was 3,373 and this was set by Argyll and Bute Council.
NHS-T4	Argyll & Bute CHP	Reduce the number of readmissions (within one year for those that have had a psychiatric hospital admission of over 7 days by 10% by the end of December 2009).	tbc awaiting validation	69	 Green	Although there has been an increase in the number of readmissions in FQ3 the level of readmissions is not as high as the target which has been set.
NHS-T6	Argyll & Bute CHP	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD (Chronic Obstructive Pulmonary Disease), Asthma, Diabetes or CHD (Coronary Heart Disease), from 2006/2007 to 2010/2011.	1740 per 100,000	The number of bed days per 100,000 population is 9,275.	 Green	This measure has changed slightly and it now focuses on the number of bed days per 100.000 population. The figure available for FQ2 09/10 shows that there has been a reduction compared to FQ1 09/10.

NHS-T9	Argyll & Bute CHP	Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.	629 (2006/7)	577	 Red	The data reported in March 2010 shows a decrease in the early diagnosis of patients with dementia. However, it is worth noting that ISD only publish validated data once a year.
NP20	Scottish Government	Reduce proportion of people aged 65 and over admitted as emergency inpatients 2 or more times in a single year	(A&B) 4.0% (Scot 2007) 4.8%	4.96%	 Red	The proportion of people aged 65 and over admitted as emergency inpatients 2 or more times in a single year was 4.96 in 08/09. A modest target for 08/09 was set by Argyll and Bute Council based on the long term target. This target was 3.97% The national average was 5.11 in 08/09.


Key local outcomes			
Ref	Description		
VC6	Housing that is appropriate and affordable with local people able to participate in the housing market		
Other related success measures			
Ref	Lead Organisation	Success measures	Status
NHS-H2	Argyll & Bute CHP	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.	 Green
NHS-H3	Argyll & Bute CHP	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.	 Green
NP11	Scottish Government	60% of school children in primary 1 will have no signs of dental disease by 2010	 Green


**National Outcome 7 – We have tackled the significant inequalities in Scottish society.**



**Key local outcomes**

Ref	Description
VC4	Well connected economically and socially
VC6	Housing that is appropriate and affordable with local people able to participate in the housing market



**Key success measures**

Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
ABC05a	Argyll and Bute Council	Community based support for children affected by disability	75%	69.30%	 Red	<p>Numbers of children receiving community based support tend to remain relatively stable overtime with some variations around school holiday periods. Community supports may include direct SW services; support from SW supported voluntary groups or direct payments.</p> <p>The target was to increase the proportion of children receiving community based support against those who are in residential school or other care settings to above the 75% mark.</p>

ABC05a	Argyll and Bute Council	Proportion of looked after and accommodated children in a residential setting	48%	39.80%	 Green	<p>The target is to reduce the proportion of looked after and accommodated children who are placed in a residential setting.</p> <p>The target for this measure was 48% for 2009/10.</p> <p>As a result of a number children in kinship care now being considered as looked after and accommodated the target has changed to 27% for 2010/11.</p>
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ABC05b	Argyll and Bute Council	Resource centre placement for learning disability clients. ( Resource Centre only)	National Benchmark figure is 10%  (Target 5%)	Currently 8 clients(3.67%) of those receiving community based service receive Resource Centre services only	 Green	<p>The % of LD service users using resource centres only fell over the 2009/10 year compared to 2008/09. However, the level of performance is still advantageous when compared to the targets which have been set.</p> <p>The target was set to be no more than 10% of those people accessing LD service would attend a day centre only which is around the national average. The % is being maintained below the target and it is good news that below 5% is being achieved.</p>
ABC06a	Argyll and Bute Council	Completions on shared equity and social rented houses	tbc	100% progress on affordable social sector new builds	 Green	The target of 75 completed shared equity and social rented houses was achieved in 2009/10.



		Proportion of homeless households assessed in priority need	78%	88% (March 2010)	 Green	Priority need cases actual was 88%. The target of 80% of homeless households being assessed in priority need was exceeded by 8%. The key reason was the extension of the category in accordance with government guidelines to include more young applicants.
		Repeat homelessness within 12 months of case being completed	2.43% (2007/8)	1.57%	 Green	Repeat homeless applicants actual was 1.57%. The % of repeat applicants reduced to 1.57% compared to a 4% target. A key factor in this was the reduction in cases of youth homelessness as the extension in priority need meant that more young persons were eligible for settled accommodation.

**Key local outcomes**

Ref	Description
VC7	High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute



Other related success measures			
Ref	Lead Organisation	Success measures	Status
ABC05b	Argyll and Bute Council	Percentage of older people receiving services cared for in care home	 Red
		Percentage of older people receiving services cared for with intensive home care	 Red
ABC04d	Argyll and Bute Council	Increase attainment in age 5-14 age range	 Green
		Literacy and numeracy rates	 Green
ABC04h	Argyll and Bute Council	Uptake of school meals	 Green
NHS-H2	Argyll & Bute CHP	80% of all three to five year old children to be registered with an NHS dentist by 2010/2011.	 Green
NHS-H3	Argyll & Bute CHP	Achieve agreed completion rates for child healthy weight intervention programme by 2010/2011.	 Green
NHS-T8	Argyll & Bute CHP	Older People Cared For At Home: Increase the level of older people with complex care needs receiving care at home.	 Green
		Delayed Discharges: To continue to have no clients waiting over 6 weeks in an NHS Bed	 Red
NHS-T1	Argyll & Bute CHP	By 2008/2009, we will reduce the proportion of older people (aged 65+) who are admitted as an emergency inpatient 2 or more times in a single year by 20% compared with 2004/2005 and reduce, by 10%, emergency inpatient bed days for people aged 65 and over by 2008.	.
NHS-T4	Argyll & Bute CHP	Reduce the number of readmissions (within one year for those that have had a psychiatric hospital admission of over 7 days by 10% by the end of December 2009).	 Green



**National Outcome 8 – We have improved the life chances for children, young people and families at risk.**

**Key local outcomes**

Ref	Description
VC1	Safe supportive communities with positive culture and sense of pride in the area
VC6	Housing that is appropriate and affordable with local people able to participate in the housing market

**Key success measures**



Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
ABC04c	Argyll and Bute Council	Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 (any subject)	75%	57.895%	 Red	This figure includes children looked after at home and away from home. It is a small cohort of children (n =19 for this year) and is consequently subject to significant fluctuations. This issue is addressed by partners as part of the corporate parenting strategy.
		Attainment of looked after children: Number and percentage attaining at least one SCQF level 3 in English AND Maths	40%	36.842%	 Red	This figure includes children looked after at home and away from home. It is a small cohort of children (n =19 for this year) and is consequently subject to significant fluctuations. This issue is addressed by partners as part of the corporate parenting strategy.






NP22	Scottish Government	All unintentionally homeless households will be entitled to settled accommodation by 2012	(A&B 2006/7) 73% (Scot 2006/7) 77%	88%	 Green	The Council's policy in delivering this aim was amended in October 2009 to ensure that it remained on track towards the national 2012 target."
ABC05e	Argyll and Bute Council	Waiting list for residential care for clients with learning disabilities	0 clients waiting beyond 3 months for a placement (Dec 2008)	0 clients waiting beyond 3 months for a placement	 Green	There is currently no waiting list for LD Res Care. There is a joint residential care budget which covers both children and adults. As LD children in residential placements transition into adulthood the budget (through this mechanism) remains with the individual.

#### Key local outcomes

Ref	Description
VC7	High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute

#### Other related success measures

Ref	Lead Organisation	Success measures	Status
SP1a	Strathclyde Police	Violent crime: Crimes of Violence (Group 1)	 Green
SP1b	Strathclyde Police	Violent crime: Rate of reporting of Domestic Abuse in Argyll & Bute per 100,000 population	 Green





ABC05b	Argyll and Bute Council	Resource centre placement for learning disability clients	 Green
ABC06a	Argyll and Bute Council	Completions on shared equity and social rented houses	 Green
		Proportion of homeless households assessed in priority need	 Green
		Repeat homelessness within 12 months of case being completed	 Green
NHS-H4	Argyll & Bute CHP	Achieve agreed number of alcohol screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.	 Green




## National Outcome 9 – We live our lives safe from crime, disorder and danger.




### Key local outcomes

Ref	Description
OE4	An area that is accessible, yet retains its remote character
VC1	Safe supportive communities with positive culture and sense of pride in the area

### Key success measures

Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
LTS01	Strathclyde Police provides data to Development and Infrastructure	Road accidents: fatal and serious injuries	174 (average 1994-1998)	16	 Green	Over the year, there was a decrease in the number of road accidents although there was an increase in FQ4 compared to FQ3.
LTS02	Strathclyde Police provides data to Development and Infrastructure	Road accidents: slight injury casualties	380 (average 1994-1998)	308	 Green	The number of slight injury casualties has decreased in the calendar year of 2009 compared to 2008.
LTS03	Strathclyde Police provides data to Development and Infrastructure	Road accidents: child killed or seriously injured	20.8 (average 1994-1998)	5	 Green	The number of children killed or seriously injured in road accidents has decreased in the calendar year of 2009 compared to 2008.
SP1a	Strathclyde Police	Violent crime: Crimes of Violence (Group 1)	Average (April 2004 – April 2008) 19 crimes per 10,000 head of population	13 crimes per 10,000 population	 Green	The number of crimes per 10,000 head of population remained at 13 for 2009/10. Performance has been the same for the past 3 financial years.

SP1b	Strathclyde Police	Violent crime: Rate of reporting of Domestic Abuse in Argyll & Bute per 100,000 population	Baseline 2007/08 Number of incidents 519 per 100,000 head of population	570 per 100,000 population	 Green	<p>The rate of reporting domestic abuse incidents has increased to 570. This highlights good progress.</p> <p>This measure has been used for 09/10 although we recognise that it has been removed from the Improvement Service's Good Practice Note on the use of Outcome Indicators. The Improvement Service is working on an alternative measure.</p>
SP2a	Strathclyde Police	Substance misuse: Anti-social offences (Consumption of alcohol in public and Urinating in Public)	Average (April 2004 – April 2008) 33 Detections for Offences per 10,000 head of population	69 2009/10	 Green	<p>The number of anti-social detections has increased in 2009/10 and highlights good performance against the long term target.</p>
SP2b	Strathclyde Police	Substance misuse: Number of persons detected for drug supply crimes	2008/09 Number of persons detected for drug supply crimes: 50	66	 Green	<p>The level of persons detected for drug supply crimes has increased and marks good progress against the long term target.</p>


SP3b	Strathclyde Police	Qualitative Measure – Local community consultation survey will be implemented to measure success on violent crime, substance misuse and road safety	Baseline will be established in 2009 following completion of the survey	No update on this measure		In order to obtain baseline information, Strathclyde Police are identifying questions which can be included in the Citizens Panel questionnaires.
NP23	Scottish Government	Reduce overall reconviction rates by 2 percentage points by 2011	(A&B) – 40% (Scot) – 45% reconvicted within 2 years	42%	 Green	
<b>Other related local outcomes</b>						
<b>Ref</b>	<b>Description</b>					
VC7	High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute					
<b>Other related success measures</b>						
<b>Ref</b>	<b>Lead Organisation</b>	<b>Success measures</b>				<b>Status</b>
LPI02	Scottish Government	Scottish Household Survey – maintain positive perceptions of neighbourhoods				 Green
NP28	Scottish Government	Increase the percentage of adults who rate their neighbourhood as a good place to live				 Green






**National Outcome 10** – We live in well-designed, sustainable places where we are able to access the amenities and services we need.





**Key local outcomes**

<b>Ref</b>	<b>Description</b>
OE4	An area that is accessible, yet retains its remote character
VC1	Safe supportive communities with positive culture and sense of pride in the area
VC3	Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
VC4	Well connected economically and socially
VC6	Housing that is appropriate and affordable with local people able to participate in the housing market
VC7	High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute
FL5	Communities that encourage lifelong learning

Key success measures						
Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
LPI01	Argyll and Bute Council receives data as per Scottish Roads Maintenance Condition Survey (SRMCS)	Network road condition indicator (excludes trunk roads)	2006-8 Red = 17% Amber = 40% Green = 43%	Amber A class – 31.6% Amber B class – 45.9% Amber C class – 44.1% Amber U class – 32.4% Red A class – 12.6% Red B class – 15.6% Red C class – 12.6% Red U class – 25.3%	 Red	<p>The overall amber value has improved 2.0% indicating that the condition of the roads ready to move out of red has marginally improved overall. (This is due to the increased red percentage.) This figure will reflect the 2008/9 more severe winter. The equivalent Scottish average figure has deteriorated 0.9%.</p> <p>The overall red value has deteriorated 5.1% indicating that the condition of the roads has worsened overall. This figure will reflect the 2008/9 more severe winter and shows more roads moving to red. The equivalent Scottish average figure has deteriorated 0.7%. The previous years improvement has not been maintained.</p>

LPI02	Scottish Government	Scottish Household Survey – maintain positive perceptions of neighbourhoods	SHS (2005-6): 95% (A&B) respondents rated neighbourhood as very good / fairly good	97% (FY 07/08)	 Green	The latest figure available for Argyll and Bute is for 2007/08 where 95% of respondents rated their neighbourhood as good or fairly good. This is against a target of 96% and the national average of 92%.
ABC08	Argyll and Bute Council	Waterfront and town centre regeneration	n/a	Delayed but rescheduled	 Green	50% of FBC were to be complete by July 2010 and good progress is being made in Campbeltown and Helensburgh. Executive approval for commitment of capital funds will be sought following FBC completion. Work continues to progress the Council's multi-million pound CHORD programme. The aim of this £30 million programme is to create dynamic centres of employment and economic activity in Argyll and Bute. Each of the CHORD projects is developing a Full Business Case i.e. progressing through the various stages of design and firming up benefits/costs.















ABC07a	Argyll and Bute Council	Transport infrastructure projects completed	<p>Complete works on projects</p> <ul style="list-style-type: none"> <li>• Schemes on the A816</li> <li>• A818</li> <li>• Pennyghael Bridge</li> <li>• A83 south of Muasdale</li> <li>• A819 north of Inveraray</li> <li>• Other schemes</li> <li>• Asset sustainability</li> </ul>	One road scheme on the A818 and one on the A816 have been completed.	 Red	<p>The Council has made significant changes to its capital programme planning, prioritisation and project management. These are now subject to PRINCE2 project management approach, with the Departmental Management Team operating as Project Board to review progress monthly. Performance is reported to the Strategic Management Team and the Executive Committee quarterly.</p> <p>The schemes identified in the SOA were reviewed in conjunction with the development of the Council's Asset Management Strategy and Corporate Asset Management and Capital Plan in March 2010.</p> <p>The prioritisation for Capital Projects is now based on business cases founded on asset management, performance data and the combined criteria of impact, affordability, deliverability and risk.</p>
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ABC04i	Argyll and Bute Council	School estate strategy agreed to direct future investment in the school estate	Picture unclear	Completed	 Green	School Estate Strategy was agreed as per the Council's 2010/11 Capital Plan.
NP27	Scottish Government	Increase the rate of new house building	(A&B 2006/7) 455 (Scot 2006/7) 25,306No	333 new builds in Argyll and Bute (2008/09)	 Red	Due to the economic downturn the demand for private sector new builds fell significantly in line with the national trend but investment in new social housing achieve the target of 75 completions for the year.
AC2	Argyll College	Increased provision of HE activity	Growth rate 2005-2009	53.6% FTE students	 Green	There have been changes to UHI's HE figures and a cap put by the government on certain HE activity. This affects Argyll College more in % terms than any other UHI partner.
AC3	Argyll College	Argyll College achieves fundable body status with Scottish Funding Council	Funded via North Highland College		 Red	The Scottish Funding Council has asked Argyll College to submit a detailed argument to become a more fundable body.

**Other related local outcomes**




Ref	Description
OE1	High quality environment that is valued, recognised and protected
FL2	Proactive communities where local people and organisations look for and create opportunities
FL3	Dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute

FL4	Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints
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Other related success measures			
Ref	Lead Organisation	Success measures	Status
NP33	Scottish Government	Increase to 95% the proportion of protected nature sites in favourable condition	 Red
ABC05c	Argyll and Bute Council	Waiting list for home care adults	 Green
ABC05d	Argyll and Bute Council	Waiting list for residential care adults	 Red
ABC05e	Argyll and Bute Council	Waiting list for residential care for clients with learning disabilities	 Green
HIE2	Highlands and Islands Enterprise	Number of account managed social enterprises with growth plans	 Green
ABC05a	Argyll and Bute Council	Community based support for children affected by disability	 Red
		Proportion of looked after and accommodated children in a residential setting	 Green
ABC05b	Argyll and Bute Council	Percentage of older people receiving services cared for in care home	 Red
		Percentage of older people receiving services cared for with intensive home care	 Red
		Resource centre placement for learning disability clients	 Green
ABC06a	Argyll and Bute Council	Completions on shared equity and social rented houses	 Green
		Proportion of homeless households assessed in priority need	 Green
		Repeat homelessness within 12 months of case being completed	 Green
NP22	Scottish Government	All unintentionally homeless households will be entitled to settled accommodation by 2012	 Green

LPI05	Scottish Government	Increased levels of net in-migration to Argyll and Bute (GRO Mid-Year estimates)	 Red
NHS-H4	Argyll & Bute CHP	Achieve agreed number of alcohol screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/2011.	 Green
NHS-A10	Argyll & Bute CHP	12 weeks max wait for all outpatient referrals and for inpatient / day case from Dec 2010, 18 weeks RTT (Referral to Treatment) from Dec 2011	 Green
NHS-T8	Argyll & Bute CHP	Older People Cared For At Home: Increase the level of older people with complex care needs receiving care at home.	 Green
		Delayed Discharges: To continue to have no clients waiting over 6 weeks in an NHS Bed	 Red
ABC14	Argyll and Bute Council	Improved support for third sector organisations	 Green
ABC11	Argyll and Bute Council	Process for Change business cases agreed for lead opportunities. Proceeding with implementation of projects is on track.	 Green
NHS-T10	Argyll & Bute CHP	NHS Boards will achieve agreed reductions in the rates of attendance at A&E, from 2006/2007 to 2010/2011; and from end 2007 no patient will wait more than 4 hours from arrival to admission, discharge or transfer for accident and emergency treatment.	 Green
NHS-A11	Argyll & Bute CHP	Maximum drug treatment waiting times (developmental)	
NHS-T12	Argyll & Bute CHP	By 2008/2009, we will reduce the proportion of older people (aged 65+) who are admitted as an emergency inpatient 2 or more times in a single year by 20% compared with 2004/2005 and reduce, by 10%, emergency inpatient bed days for people aged 65 and over by 2008.	 Green
NHS-T4	Argyll & Bute CHP	Reduce the number of readmissions (within one year for those that have had a psychiatric hospital admission of over 7 days by 10% by the end of December 2009).	 Green
NHS-T6	Argyll & Bute CHP	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD (Chronic Obstructive Pulmonary Disease), Asthma, Diabetes or CHD (Coronary Heart Disease), from 2006/2007 to 2010/2011.	 Green





NHS-T9	Argyll & Bute CHP	Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.	 Red
AC1	Argyll College	FE activity increases to match the Scottish average	 Green
NP43	Scottish Government	Improve people's perceptions of the quality of public services delivered	 Green




**National Outcome 11** – We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

**Key local outcomes**

Ref	Description
VC1	Safe supportive communities with positive culture and sense of pride in the area
FL2	Proactive communities where local people and organisations look for and create opportunities

**Key success measures**


Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
ABC14	Argyll and Bute Council	Improved support for third sector organisations	n/a	This measure is now complete.	 Green	An agreement has been reached with the Third Sector and new interface arrangements have been agreed with between the Third Sector and the Community Planning Partnership.
NP28	Scottish Government	Increase the percentage of adults who rate their neighbourhood as a good place to live	(A&B 2005/6) 95% (Scot 2005/6) 92%	97%	 Green	The figure for 2008 was 97% and performs well against a target of 96% and the benchmark figure which is the national average.

NP29	Scottish Government	Decrease the estimated number of problem drug users in Scotland by 2011	(A&B) – 609 (2003 figure) (Scot 2003) 51, 582	548	 Green	The number of problem drug users in 2006 had decreased compared to the 2005 figure. A target of 587 had been set for 2006 so performance against this target was good.
NP17	Scottish Government	Reduce the percentage of the adult population who smoke to 22% of adults by 2010	(A&B 2005/6) 27.7% (Scot 2005/6) 25.6%	20.9%	 Green	The figure for Argyll and Bute for 2008 was 20.9% and shows up well against the target of 26%. The national average for 2008 was 25.20%.
NP18	Scottish Government	Reduce alcohol related hospital admissions by 2011	(A&B 2004) 3,118 (Scot 2001/4) 146,373	161 (FQ4 09/10)	 Green	The baseline used is calculated for the period 2001 – 2004. The latest available figures are for FQ1 09/10 for which there was 161 alcohol related admissions against a target of 179.

**Other related local outcomes**

Ref	Description
VC2	Well balanced demographically with young people choosing to stay or move to the area
VC4	Well connected economically and socially
FL1	Communities that are culturally rich with a desire to excel
FL3	Dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute
FL5	Communities that encourage lifelong learning

**Other related success measures**

Ref	Lead Organisation	Success measures	Status
SP1a	Strathclyde Police	Violent crime: Crimes of Violence (Group 1)	 Green



SP1b	Strathclyde Police	Violent crime: Rate of reporting of Domestic Abuse in Argyll & Bute per 100,000 population			● Green
SP2a	Strathclyde Police	Substance misuse: Anti-social offences (Consumption of alcohol in public and Urinating in Public)			● Green
SP2b	Strathclyde Police	Substance misuse: Number of persons detected for drug supply crimes			● Green
SP3b	Strathclyde Police	Qualitative Measure – Local community consultation survey will be implemented to measure success on violent crime, substance misuse and road safety			
NP23	Scottish Government	Reduce overall reconviction rates by 2 percentage points by 2011			● Green
LPI03	Scottish Government	GRO mid-year data – average net migration of young aged 16-24			● Green
LPI04	Scottish Government	GRO mid-year data – ‘Young’ age cohorts as proportion of total population			● Red
AC2	Argyll College	Increased provision of HE activity			● Green
AC3	Argyll College	Argyll College achieves fundable body status with Scottish Funding Council			● Red
<b>Measures no longer recorded</b>					
HIE2c	Highlands and Islands Enterprise	Number of community groups supported to invest in renewable energy	tbc		The impacts and outcomes from this measures is incorporated within HIE's activity through account management of high growth businesses, and the data is no longer captured at a local level.



**National Outcome 12** – We value and enjoy our built and natural environment and protect it and enhance it for future generations.


**Key local outcomes**

Ref	Description
OE1	High quality environment that is valued, recognised and protected
OE2	The environment is respected as a valued asset that can provide sustainable opportunities for business

**Key success measures**

Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
SEARS2a	SEARS	Trial reintroduction of beavers to Knapdale	n/a		 Green	This has been a high profile and successful project.
SEARS4	SEARS	Publication of River Basin Management Plan	64% of water bodies classed as good or better	71%	 Green	Progress towards the long term target achieved.





NP33	Scottish Government	Increase to 95% the proportion of protected nature sites in favourable condition	(A&B) – No data available (Scot 2005 – 2008) 78%	89.7%	 Red	Argyll and Bute has 459 features which are being monitored. 49 of these are in unfavourable, no change or declining condition. However for some of these features there will be no on site remedy suggesting that achieving 95% in favourable condition may not be possible.
ABC03a	Argyll and Bute Council	Clear objectives for forestry development	Picture unclear. Strategy out of date	90% completed	 Green	Consultation process ongoing with extended deadline for comments to allow feedback on required SEA. Advisory Group meeting scheduled for May to take forward comments received and produce finalised draft

SEARS1	SEARS	Management agreements in place for key habitats for Marsh Fritillary, Black Grouse and Corncrake secured	Approximately 170 approved for 2008	241 agri-environment cases supported by SRDP	 Green	SRDP approved payments over 5 year plans on 241 cases during 2009-10 to date with an average value of £34k. The farms involved will all have some mix of the key habitats or species present and for which these payments will pay towards conserving and enhancing.
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#### Other related local outcomes

Ref	Description
VC3	Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
VC4	Well connected economically and socially
VC5	a sense of history with a view to the future
FL1	Communities that are culturally rich with a desire to excel
FL3	Dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute

#### Other related success measures

Ref	Lead Organisation	Success measures	Status
ABC01a	Argyll and Bute Council	Council reduces CO2 emissions	 Red
ABC02a	Argyll and Bute Council	Increased recycling rate for household waste	 Red
		Reduced BMW <sup>2</sup> going to landfill	 Green
ABC01b	Argyll and Bute Council	Clear objectives agreed for renewables development	 Green

<sup>2</sup> Biodegradable municipal waste

		Developers signed up to the renewable energy concordat				 Green
ABC03b	Argyll and Bute Council	Homecoming – Additional visitors to the area				 Red
ABC06b	Argyll and Bute Council	Progress to release land around Helensburgh and Cardross for development				 Green
ABC08	Argyll and Bute Council	Waterfront and town centre regeneration				 Green
ABC09b	Argyll and Bute Council	Clear objectives for Area Tourism Partnership				 Green
LPI08	Visit Scotland	Visitor figures for selected attractions in Argyll and Bute				 Red
LPI09	Visit Scotland	Annual total visitor numbers to all Tourist Information Centres				 Green
<b>Measures no longer recorded</b>						
NHS-E8	NHS Highland	NHS Highland reduces CO2 emissions	tbd			





**National Outcome 13 – We take pride in a strong, fair and inclusive national identity.**

**Key local outcomes**

Ref	Description
OE3	A high quality image and identity that is recognised and appreciated globally
VC5	A sense of history with a view to the future
FL1	Communities that are culturally rich with a desire to excel

**Key success measures**



Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
ABC03b	Argyll and Bute Council	Homecoming – Additional visitors to the area	n/a (Year of Homecoming relates to 2009 and no baseline figures available)	41,864 (Dec 2009)	 Red	The Homecoming year was a major success in Argyll and Bute and in excess of 40,000 additional visitors came to the area and provided a major boost for cultural tourism.
ABC09b	Argyll and Bute Council	Clear objectives for Area Tourism Partnership	Objectives being discussed		 Green	The Area Tourism Partnership has been superseded by the Economic Development Action Plan (EDAP) 2010 – 2013. The EDAP consists of tourism success measures.

LPI07	Proportion of the population who can speak, read or write Gaelic	5.2%			The baseline used for this measure is from the 2001 census. An accurate update is not available until the next census carried out in 2011.
	Proportion of the population with some Gaelic language ability, including understanding spoken word	7%			The baseline used for this measure is from the 2001 census. An accurate update is not available until the next census carried out in 2011.

#### Other related local outcomes

Ref	Description
VC1	Safe supportive communities with positive culture and sense of pride in the area
FL3	Dynamic public services with more delivery of high quality 'professional' services from Argyll and Bute
FL4	Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints

#### Other related success measures

Ref	Lead Organisation	Success measures	Status
ABC12a	Argyll and Bute Council	New community plan published	 Green
ABC12c	Argyll and Bute Council	Community engagement strategy implemented	 Green






**National Outcome 14 – We reduce the local and global environmental impact of our consumption and production.**

**Key local outcomes**

Ref	Description
OE1	High quality environment that is valued, recognised and protected
VC4	Well connected economically and socially

**Key success measures**

Ref	Lead Organisation	Success measures	Baseline	Actual progress	Status	Commentary
ABC01a	Argyll and Bute Council	Council reduces CO2 emissions	26, 491 tonnes CO2	26,943 tonnes	● Red	Main issue is one of data quality - data quality is improving but this is now flagging up deficiencies with the 'original' baseline data. The Carbon Trust is proposing to re-visit baseline positions as data quality appears to have been a consistent problem over a number of local authorities. The adoption of a revised baseline value is expected to be necessary - this is likely to alter the carbon reduction trend significantly.

ABC02a	Argyll and Bute Council	Increased recycling rate for household waste	35% (2007/8)	40.459%	 Red	Recycling / Composting figures less due to minimal green waste composting in 4 <sup>th</sup> quarter due to cold weather i.e. very little growth .
		Reduced BMW <sup>3</sup> going to landfill	26, 219 tonnes (2007/8)	21107 (2009/10)	 Green	The total for of BMW going to landfill was less in 2009/10 compared to 2008/09. Good performance with this measure.
LTS04 (ABC07b)	Argyll and Bute Council	Increase by 3% per annum passenger numbers on buses	Baseline 2006: 1,002,000	1,116,234	 Green	There was an increase in the number of passenger numbers on buses in 2009 compared to 2008. The target was 1,032,060 so performance in 2009 exceeded the target.
<b>Other related local outcomes</b>						
<b>Ref</b>	<b>Description</b>					
OE2	The environment is respected as a valued asset that can provide sustainable opportunities for business					
FL2	Proactive communities where local people and organisations look for and create opportunities					
<b>Other related success measures</b>						
<b>Ref</b>	<b>Lead Organisation</b>	<b>Description</b>				<b>Status</b>
ABC01b	Argyll and Bute Council	Clear objectives agreed for renewables development				 Green
		Developers signed up to the renewable energy concordat				 Green

<sup>3</sup> Biodegradable municipal waste







**National Outcome 15** – Our public services are high quality, continually improving, efficient and responsive to local people’s needs.




**Key local outcomes**


Ref	Description
VC7	High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute
FL3	Dynamic public services with more delivery of high quality ‘professional’ services from Argyll and Bute
FL4	Partnership working across all sectors to coordinate developments, market Argyll and Bute and remove constraints

**Key success measures**


Ref	Lead Organisation	Success measures	Baseline	Actual progress	Current Status in Pyramid	Commentary
NP43	Scottish Government	Improve people’s perceptions of the quality of public services delivered	(A&B) – No data available (Scot) – No data available	77.9% satisfied with local health services	Green	This measure only has data for a 2 year period at an Argyll and Bute level although it is below the national average.
				68.1% satisfied with police	Green	This measure only has data for a 2 year period at an Argyll and Bute level although it is above the national average.
				68.2% of adults satisfied with fire services	Green	This measure only has data for a 2 year period at an Argyll and Bute level although it is above the national average.

				81.3% satisfied with refuse collection	 Green	This measure only has data for a 2 year period at an Argyll and Bute level although it is above the national average.
				64.4% satisfied with local schools	 Green	This measure only has data for a 2 year period at an Argyll and Bute level although it is above the national average.
				30.2% satisfied with social work services	 Green	This measure only has data for a 2 year period at an Argyll and Bute level although it is above the national average.
				56.6% satisfied with public transport services	 Green	This measure only has data for a 2 year period at an Argyll and Bute level although it is below the national average.
				68.80% satisfied with street cleaning services	 Green	This measure only has data for a 2 year period at an Argyll and Bute level although it is above the national average.
ABC11	Argyll and Bute Council	Process for Change business cases agreed for lead opportunities	n/a	Full Business Cases for Process for Change were approved in December 2009.	 Green	The Council approved the Full Business Cases in December 2009. The Workforce Deployment and Customer Management projects have now moved to the implementation stage.

ABC12a	Argyll and Bute Council	New community plan published	n/a	Community Plan was approved.	 Green	The Community Plan was approved by the Community Planning Partnership and Council in October and November 2009 respectively.
ABC12c	Argyll and Bute Council	Community engagement strategy implemented	n/a	50% progress on implementation of the Community Engagement Strategy	 Green	Elements of the Community Engagement Strategy have been completed e.g. Community Engagement Toolkit and the mapping of Community Engagement mechanisms. Other elements of the strategy are on course for completion within the targeted period.
NHS-H5	Argyll & Bute CHP	Reduce suicide rate between 2002 and 2013 by 20%,	17.5 per 100.000 (2002)	The suicide rate for 2009 in Argyll and Bute was 19 per 100,000	 Red	The suicide rate for the calendar year 2009 was higher than that recorded for the previous year hence the decline in performance.

		<p>supported by 50% of key frontline staff in mental health and substance misuse services, primary care, and accident and emergency being educated and trained in using suicide assessment tools/ suicide prevention training programmes by 2010</p>		<p>26% of Argyll and Bute CHP staff have received the training</p>	<p> Red</p>	<p>26% of staff have received the suicide prevention training against the target set of 50%.</p>
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NHS-H6	Argyll & Bute CHP	Through smoking cessation services, support 8% of your Board's smoking population in successfully quitting (at one month post quit) over the period 2008/9 – 2010/11	16 per month average (Apr-Sep 2008)	The number of quits by March 2010 was 684.	 Red	The target quits per month is not being realised
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**Other related local outcomes**

VC1 Safe supportive communities with positive culture and sense of pride in the area

**Other related success measures**

Ref	Lead Organisation	Success measures	Status
ABC05c	Argyll and Bute Council	Waiting list for home care adults	 Green
ABC05d	Argyll and Bute Council	Waiting list for residential care adults	 Red
ABC05e	Argyll and Bute Council	Waiting list for residential care for clients with learning disabilities	 Green
ABC04i	Argyll and Bute Council	School estate strategy agreed to direct future investment in the school estate	 Green

NHS-T1-0	Argyll & Bute CHP	NHS Boards will achieve agreed reductions in the rates of attendance at A&E, from 2006/2007 to 2010/2011; and from end 2007 no patient will wait more than 4 hours from arrival to admission, discharge or transfer for accident and emergency treatment.	
NHS-A11	Argyll & Bute CHP	Maximum drug treatment waiting times (developmental)	
NHS-T6	Argyll & Bute CHP	To achieve agreed reductions in the rates of hospital admissions and bed days of patients with primary diagnosis of COPD (Chronic Obstructive Pulmonary Disease), Asthma, Diabetes or CHD (Coronary Heart Disease), from 2006/2007 to 2010/2011.	 Green
NHS-T9	Argyll & Bute CHP	Each NHS Board will achieve agreed improvements in the early diagnosis and management of patients with a dementia by March 2011.	 Red
NP20	Scottish Government	Reduce proportion of people aged 65 and over admitted as emergency inpatients 2 or more times in a single year	 Red

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 Community Planning Partnership - Vision and Values

November 2010

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**1 Introduction**

The Community Planning Partnership Management Committee previously agreed to review the current vision and values and agreed to the draft vision and values being circulated for consultation with partners in Autumn 2010.

The proposed vision and values were presented to the Local Area Community Planning Groups and wider focus groups across Council services. The feedback was very positive and the Management Committee subsequently agreed to adopt the revised vision and values.

**2 Recommendations**

	That the Community Planning Partnership:
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**3 Background**

The Community Planning Management Committee agreed to move away from the current vision of 'Leading Rural Area' in order to adopt a vision that is more inclusive, measurable and applicable at all levels.

Consultation on the revised vision theme – 'Realising Our Potential' began in August 2010. The 'Realising Our Potential' theme has been discussed at each of the Local Area Community Planning Groups. Almost 100% of those who fed into the process were happy to move away from the current vision – Leading Rural Area, to move to something more inclusive, realistic and measureable.

Overall feedback on the draft reviewed vision and values has been positive with some excellent and constructive suggestions made. All comments were considered and fed into the rewording of the original drafts circulated for comment. 'Community' was a popular theme that participants felt should be explicitly referred to. In addition, value, openness and respect have been highlighted regularly as important factors.

**4 Final Vision and Values**

There have been no further suggested amendments to the draft vision and values from the last stage of consultation as all those consulted were happy and in agreement with the proposal. The final vision and values are therefore:

*Argyll and Bute - Realising Our Potential Together*

- *We involve and listen to our customers and communities*
- *We take pride in delivering best value services*
- *We are open, honest, fair and inclusive*
- *We respect and value everyone*

This is a vision that underpins all that we are trying to achieve and all that we should encourage one another to achieve. This vision translates into all areas of partnership working and can be easily applied to everything we do to ensure that we are delivering best value services to all of our stakeholders.

## **5 Conclusion**

The consistent use of, and clarity of our vision, will be imperative to ensuring that we can achieve it. The commitment to, and effort to, live our agreed values will ensure that we foster a consistent culture, standard of behaviours and way of doing things across our partnership.

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**Argyll and Bute Community Planning Partnership****Community Planning Partnership  
24 November 2010**

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**SHARED APPROACH TO BUDGET COMMUNICATIONS**

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**1. SUMMARY**

- 1.1 The public sector is facing a time of significant financial pressure with unprecedented budget reductions anticipated. This will have an impact on partner organisations and their budget planning process. The community planning partnership has an important role in ensuring that good communication is in place both between partners and with our communities during this period.
- 1.2 This paper updates the partnership on the actions being taken to ensure good communication is in place across the partnership.

**2. RECOMMENDATIONS**

- 2.1 The partnership notes the joint working that is taking place to ensure good communication at a time of significant financial pressure and a joint message is given to the public.

**3. BACKGROUND**

- 3.1 The public sector is facing time of significant financial pressure. The Council has taken an early approach to budget consultation, issuing a document 'Difficult Choices for Difficult Times' in August 2010. This document has been widely distributed and is available on the Council's website.
- 3.2 The executive sub group of community planning agreed in August that a joint approach should be taken to budget consultation to ensure that the public was clearly aware that the public sector partners in particular are in close communication during the budget setting process.
- 3.3 It was agreed that the Forward Together events, to be held in each of the four areas of Argyll and Bute, would feature a budget presentation led by the council and informed by the other partners. At each of the events, the budget presentation has included council budget information presented by a member of the Strategic Management Team, NHS budget information, presented by an NHS representative and some information on other partners' budgets. This has enabled participants to hear a joint presentation

on the budget situation locally. An important element of this is to demonstrate that the global financial situation will ultimately have a direct impact on the public sector in Argyll and Bute and may impact on services.

**3.4** The executive sub group also agreed that the organisations' communications managers would meet and develop a set of key budget messages to be used by all partners during the budget communications. These are currently being considered by members of the executive sub group and are:

- Budget cuts will impact all areas of the public sector. Some services will change, some will disappear.
- We have an opportunity to change the way we deliver services, sharing some of our resources and skills to reduce cost.
- Public sector organisations are already talking to each other about the impact budget cuts in one area could have on the others.
- We need to work hard to make the public understand the reality of budget cuts and prepare them for changes to public sector services.
- Community planning partners are ideally placed to lead these changes and raise awareness.

**3.6** Further agreement on additional communications will take place as necessary and in response to feedback received. Discussions on budget proposals are also being progressed on a regular basis at the executive sub group.

## **4. CONCLUSION**

**4.1** Joint communication on the current challenging financial situation is an important role for community planning. It enables our communities to understand that partners are working together and assists in getting a difficult message across to the widest possible audience.

For further information contact: Jo Smith, Communications Manager, Argyll and Bute Council

Telephone 01546 604136

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**Argyll and Bute Community Planning  
Partnership**

**Community Planning Partnership  
24 November 2010**



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**UPDATE ON SHARED SERVICES**

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**1. SUMMARY**

- 1.1 An open approach to developing shared services is important to ensuring that services are delivered as effectively and efficiently as possible.
- 1.2 This paper updates the community planning partnership on progress that is being made towards developing shared services in Argyll and Bute.

**2. RECOMMENDATIONS**

- 2.1 The partnership notes the joint working that is taking place to develop shared services opportunities in Argyll and Bute.

**3. BACKGROUND**

- 3.1 The Council recognises the importance of taking forward shared services as a mechanism for improving services and being more efficient. Partners are very supportive of this approach and the shared service agenda is being taken forward both at the Highlands and Islands level and in Argyll and Bute. The attached paper presents the partnership with details on how this is being progressed.

**4. CONCLUSION**

- 4.1 Shared services is an important consideration at a time of budget pressure, providing opportunities to achieve greater efficiencies in service delivery.

For further information contact: Sally Loudon, Chief Executive, Argyll and Bute Council

Telephone 01546 604350

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# Shared Services Summary Paper

## Convention of the Highlands and Islands

**October 2010**

<b>Author:</b>	Argyll and Bute Council
<b>Recipient:</b>	Scottish Government – Convention of the Highlands and Islands
<b>Contributions from:</b>	Highland Council NHS Highland Orkney Island Council NHS Orkney Western Isles Council / Comhairle nan Eilan Siar Shetland Islands Council Moray Council
<b>Date of issue:</b>	12 October 2010
<b>Version:</b>	1.0

## **1. Overview**

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- 1.1 This report aims to provide an update on shared services activity and progress within the Highlands and Islands area following the cancellation of the Convention of the Highlands and Islands in April 2010 due to the volcanic ash issue affecting transport. In order to ensure that the business of shared services remained high on the agenda within the Highlands and Islands, the Cabinet Secretary for Finance and Sustainable Growth was invited to attend the Convenors meeting on 27 May to discuss a potential shared services review for the Highlands and Islands.
- 1.2 The original shared services report that had been prepared for the Convention in April was circulated to convenors for their information and consideration and responses were invited. This report can be found at appendix one for background information. It was discussed further at the meeting on 27 May and received a positive response with the endorsement of the Cabinet Secretary. At this meeting, there was a desire to undertake a review in relation to shared services across the Highlands and Islands area and the Cabinet Secretary confirmed that Scottish Government would be happy to support the Highlands and Islands to address any barriers to shared services.
- 1.3 The meeting with John Swinney on 27 May was followed up by the Chief Executive and the Leader of Argyll and Bute Council to agree the next steps however a mixed response was received. The original proposal to carry out a shared services review is therefore now being taken forward as a shared services project by Argyll and Bute Council, Highland Council and NHS Highland. Responses from other local authorities indicated that it was not appropriate for all authorities to take part in such a review due to the shared services activities already underway, such as the Single Public Authority Model in Orkney, Shetland and Western Isles, as well as other initiatives which other partners are involved in. A summary overview of shared services activities and progress since April across the Highlands and Islands can be found below.

## **2. Shared services summary across specific areas within the Highlands and Islands**

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### **2.1 Argyll and Bute**

A shared services project is now underway in Argyll and Bute. The council is looking at key areas for sharing services under three categories - leadership, front line service delivery and support services. There are two streams to this work, the first covering the Argyll and Bute area (incorporating police, fire, health/Community Health Partnership) and the second covering the Argyll and Bute and Highland areas (incorporating Argyll and Bute Council, Highland Council and NHS Highland). A list of shared services options has now been compiled for each of the streams and we have schedules setting out areas identified as being worth early pursuit, having longer term objectives, or not currently worth pursuing. As a result of this, we will therefore seek to target those areas of operation which offer the greatest opportunities as early as possible as well as taking forward sensible options that may require a longer timescale for implementation.

#### *Stream One - Argyll and Bute Options*

Argyll and Bute Council is seeking to share services within Argyll and Bute with all potential partners, beginning with community planning partners. This work is being taken forward by the Argyll and Bute Community Planning Partnership (CPP) Executive Sub Group, which incorporates senior officers from Strathclyde Fire and Rescue, Strathclyde Police, Argyll and Bute Council and NHS Highland. The CPP Executive Sub Group has a distinct remit to deal with the impact of the unprecedented financial and political challenges facing the public sector in Argyll and Bute. It will do

so by agreeing the joint priorities for the area and agreeing the way forward for shared services, whilst keeping wider partners informed of, and involved in, the shared services agenda. In addition, the group is tasked to agree on an appropriate monitoring and evaluation framework to assess the effectiveness of shared and integrated services and to agree the remit for the CPP Management Committee in reviewing this work in the future.

Argyll and Bute Council is sharing budget planning, transformation programme information and budget communications co-ordination with partners in Argyll and Bute. Key local options for consideration include the sharing of assets, customer service points and integrated health/ social care teams. More detail can be found in the table below.

### Argyll and Bute Options

#### Leadership

- Joint management models (ranging from joint working to full service integration and governance) across health and social work - a paper on the long term vision on the provision of social care and health service in Argyll and Bute is being developed. It should be noted that we have a unique opportunity due to the boundary of the local CHP and local authority being fully co-terminous, as well as there already being a variety of examples of joint social care and health services across the UK

#### Front Line Services

- NHS and children and families/adult services could potentially be merged operationally as well as managerially in the longer term
- Strategic transportation such as sharing of public transport services (being considered along with fleet). Joint procurement of vehicles and joint support for the landing of air assets on remote island communities
- Shared document management/resources
- Joint waste management arrangements
- Potential for sharing local cleaning, catering and janitorial contracts
- Sharing offices and front desk customer service points

#### Support Services

- Potential co-location of Council and CHP headquarters
- Joint local asset management arrangements to be put in place (in terms of management and physical buildings such as depots/offices etc)
- Extend joint training provision between partners
- Joint payroll facility (consider with finance and transactional HR)

### *Stream Two - Argyll and Bute and Highland Options*

Argyll and Bute Council is also seeking to share services in the wider Highlands area with key partners including Highland Council and NHS Highland. Within this stream, initial options for consideration include opportunities for elements of integrated back office and corporate teams (for appropriate generic streams), customer contact and information and potentially strategic transportation and social and health integration in the longer term. More detail can be found in the table below.

### Argyll and Bute/Highland Options

#### Leadership

- Business/corporate improvement teams in discussions regarding a joint approach to taking business improvement projects forward
- Develop use of LAGAN and use of Resource-link jointly
- Potential for sharing policy employees and expertise
- Joint approach to communications key messages in relation to budget situation
- Integrated Resource Framework between Argyll and Bute and Highland Councils

- Potential sharing of HR, health and safety and employee/member development functions (starting with the sharing of expertise and software)
- Potential of carrying out joint internal audit activities
- Strategic transportation such as joint procurement of vehicles, joint lobbying and potential to share management of Corran Ferry
- Highland has a joint Director of Children's Services (health and social care) and future discussion about the practical extension of this arrangement to Argyll and Bute Council/CHP in the longer term

**Front Line Services**

- Reciprocal arrangements for hot desking in areas close to boundaries
- Development of shared policy and implementation of mobile/ flexible working arrangements for staff groups supported by new technology developments
- Share health promotion resources such as policy development
- Share enforcement elements of regulatory services - sharing specialist knowledge and sharing load in terms of initial assessments
- Potentially share accessibility of design teams in relation to capital programmes
- Sharing information on both councils' approach to customer management projects including contact centre, web development and out of hours contact
- Look at shared cultural services such as joint library management and service delivery (ordering/stock control). Work jointly on community halls projects (likely to go to community ownership)
- Welfare rights – sharing money/financial advice services
- Look at community safety partnership linkages and share road safety resources
- Elements of joint waste management arrangements (linking into joint arrangements between Moray and NHS Highland)
- Potential links into the joint Business Gateway arrangement between Highland Council and Moray Council

**Support Services**

- Joint IT procurement (e.g. upgrade of Oracle etc) and IT joint support. Benchmarking between the two councils to begin immediately
- Shared training in risk management
- Development of shared transactional HR and finance operations
- Sharing of strategic equality and diversity policy development across Argyll and Bute and Highland areas
- Joint energy procurement and carbon reduction campaign management
- Potential for linking up legal teams and sharing specialist expertise (e.g. employment law) to make potential savings on external contracts
- Potential for joint bio-diversity function across both councils

As part of both shared services streams in Argyll and Bute, the council is working with local partners and NHS Highland/Highland Council to develop a shared services governance model to provide a consistent framework for multiple shared services initiatives. This will provide the foundation for the development of a project initiation document to take the work on shared services between Argyll and Bute Council, NHS Highland and Highland Council forward. Peter Russell, as Argyll and Bute's Scottish Government Link Director, has been approached to act as project sponsor for this piece of work in order to formally ensure that the work between Argyll and Bute and partners can be shared as widely as possible across Scotland. The proposals in Argyll and Bute will take into consideration potential shared services work within other authorities (as outlined overleaf) and where opportunities for sharing more widely are identified, the relevant organisations will be approached.

## 2.2 Highland Council

Highland Council has agreed to explore how Shared Services can be developed with its local partners within the Highlands Public Services Partnership (HPSP), Argyll & Bute Council and Moray Council (as part of the North East Councils partnership).

In relation to the work with partners within Highlands there are already shared services projects underway with NHS Highland in relation to the Integrated Resource Framework (IRF) and Community Care Services. Some joint management arrangements already exist, in Children's Services and means are being explored to see if this can be extended to other services.

The Council also has a shared services project in progress with Northern Constabulary which has identified a number of opportunities for shared customer contact and call handling.

Discussions between Highland Council, Northern Constabulary and Highlands and Islands Fire Service have identified the strong argument for the development of a Single Emergency Service for the Highlands and Islands. This proposal presents an alternative model which partners are arguing should be considered as part of the national debate on the future model for delivery of police and fire services in the future. The opportunity for the creation of a single service by 2012-15 would allow for:-

- strong local governance and accountability remaining in the Highlands and Islands through one Board
- single back-office to join up support services for both police and fire
- potential for further integration of the Ambulance Service within NHS arrangements
- streamlined command and single operational arrangements and service delivery

Discussions with Argyll and Bute Council and NHS Highland are progressing and a list of potential opportunities, to be progressed further, has been developed, as referred to earlier in this report. These include specialist services e.g. legal, public protection, construction design and Business Gateway, joint procurement and sharing of ICT Systems and sharing best practice across Corporate Improvement Programmes to prevent duplication of effort in relation to business process re-design and system implementations.

In addition to this meetings are planned with Moray Council to discuss areas for potential shared services including shared management arrangements in some service areas and the development of an arms length leisure trust.

Members of Highland Council (at its Resources Committee in August) have discussed the importance of developing shared services where they present financial benefits and can improve the efficiency of service delivery. Members fully endorsed this approach and proposals will be report back to Committee.

## 2.3 NHS Highland

NHS Highland continues to work with national NHS Partners over a wide range of Shared Service Opportunities under the National Shared Services initiative which seeks to deliver benefit from the joint planning and delivery of key NHS systems. For some services, such as Finance, this may be through a consortia arrangement whereby all Scottish Health Boards are part of one of the four national consortia – Highland, along with Western Isles Health Board and others, being part of the

Tayside Consortium. Within other services, particularly those relating to the delivery of Clinical Services, NHS Highland works alongside its partners in the North of Scotland Planning Group – which includes the three Island Boards - to plan, deliver and develop clinical services over the larger population within the North of Scotland area. NHS Highland is working with the Island Health boards in the Western Isles and Shetland to plan the tendering and procurement of Internal Audit services from April 2011, and before firm commitments are entered into is also exploring the potential to link or share with Highland Council.

This national and regional NHS work is being developed alongside partnership work with both Argyll and Bute and Highland Councils which is referred to elsewhere in the report. This joint work may result from an ability to deliver local services in a more effective manner – such as Occupational Health, or from wider opportunities to plan and deliver certain aspects of service – such as local property maintenance / call-out contracts, IT infrastructure support, etc, or the ability to link expertise in areas such as Technical Services, Procurement, etc, or from opportunities identified in some services under the Integrated Resource Framework (IRF) project being undertaken jointly with Argyll and Bute and Highland Councils. Under the recently approved NHS Highland Vision, the Health Board has re-committed its aim to the deliver all services with improved efficiency – including the minimisation of waste and the maximisation of asset use – and the potential for joint working with Highland partners in appropriate cases provides a local opportunity to progress and deliver this Vision.

#### 2.4 Orkney Islands Council and Western Isles Council/ Comhairle nan Eilan Siar

Orkney Islands Council and Western Isles Council/ Comhairle nan Eilan Siar are politically committed to taking forward the Single Public Authority model, and have already committed funding to taking this work forward. It is anticipated that progress in these areas would dovetail sufficiently with other shared services initiatives within Highlands and Islands, given that their aims and objectives are the same, and they are therefore happy to share information on their work and progress. More information about the specific work taking place in and around Orkney is provided in the paper submitted to the Convention by Orkney Island Council and NHS Orkney.

#### 2.5 Shetland Islands Council

Shetland Islands Council outlined that it is in a similar position to Orkney Islands Council and Western Islands Council/ Comhairle nan Eilan Siar in relation to shared services. These councils have principally pursued the integrated localism approach, in the belief that this provides the most likely vehicle to progress shared services and public, and voluntary sector collaboration. The council highlighted the fact that work has extended to practical joint working on the ground with the potential for further development, especially with appropriate and creative engagement from the Scottish Government as observed by Orkney Islands Council and Western Islands Council/ Comhairle nan Eilan Siar. In addition, Shetland Islands Council is also progressing the Centre for Scottish Public Policy commission with the other Island groups and is equally happy for that to inform wider Highlands and Islands discussion and proposals and play an active part in the debate. The council has been discussing this whole area recently in the context of their ongoing efficiencies and improvement agendas and will seek to keep in close touch with Highland and Islands partners as this develops.

#### 2.6 Moray Council

Activities in Moray have focussed largely on a Grampian wide perspective. Working in various ways, primarily with Aberdeenshire Council, Aberdeen City Council, NHS Grampian and Grampian Police has resulted in:-

- The establishment of a Child Protection Joint Committee;
- The creating of a Board to oversee data sharing across the three Councils and the Health Board;
- Joint procurement of road salt , energy and other commodities;
- Road safety planning on a pan Grampian basis

There has been an inability to progress any really substantive shared services within Grampian.

Representatives of Moray Council are also due to meet with their counterparts in Highland Council about the establishment of a Trust for leisure and related services and this will provide an opportunity to look at a wider shared services agenda. In addition, Moray Council shares its Business Gateway service with Highland Council through the wider 'Highland Opportunities' initiative. Moray Council has indicated that it would be pleased to share information on its shared services proposals with other authorities.

### **3. Next Steps and Recommendations**

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- 3.1 As this work progresses, updates will be provided to the convenors of the Highlands and Islands in order that information, opportunities and experience can be shared as widely as possible across the area to maximise any benefits from this work across the whole of the Highlands and Islands area.
- 3.2 With the above in mind, it is recommended that the Convention notes that:
- Progress has been made in developing shared services
  - Continued focus is required to ensure anticipated shared services benefits are realised through:
    - direct commitment to agreeing which are our priority areas for progressing
    - commitment to the development of the business cases via the adoption of clear project management approaches
    - establishment of an ambitious timescale for this work
    - moving forward to implementation of those business cases which are proven
  - A progress mechanism is agreed and adopted to ensure that progress is monitored on an ongoing basis and that any structural obstacles to shared services are highlighted to Scottish Government early
  - A full progress report on shared services will be provided at the Convention of the Highlands and Islands in March 2011

## ***Appendix One – Shared Services in the Highlands and Islands***

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April 2010

### **Sally Loudon**

Chief Executive, Argyll and Bute Council

## **Shared Services in the Highlands and Islands**

### ***Background***

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The key drivers for shared services have focused on improving efficiency and improved outcomes for customers. There have been a range of different options considered and explored. Many of the most effective shared services have been with small scale, local services. These projects have a lower profile, but are working in practice and delivering improved experiences for customers. Actual delivery of real large scale examples of shared services are, however, harder to find. The recent Clyde Valley Review highlighted this gap. Very few large scale projects spanning several organisations have been delivered.

Over the coming years, the status quo will simply not be an option for public service bodies dealing with budget cuts and rising customer demands. Future budget settlements will be premised on the assumption that new service delivery structures will be adopted which bring down the cost base of many public bodies. Put another way, if savings are not found through innovations such as shared services, we will have to find major efficiencies by other means or cut services. The forecasts of large reductions in public spending of 10-15% have placed greater emphasis on the need to extract the maximum value of benefit from every £1 spent. Where efficiencies were once a target amongst several, they are now the imperative if public services are to survive into the long term.

General lessons that can be learned from elsewhere are that:

- resources, energy and attention need to be focused on the financial challenges
- measurable benefit from shared services programmes has often appeared difficult to verify or to quantify – with consequent frustration about the value and pace of change
- the shared services approach is relatively untested apart from some small scale progress in support services which accounts for only 15% of spend
- given the scale of the public sector there is a delicate balance to be struck between establishing lean organisations which can retain the capacity to respond to future changes and support to the local economy
- public responsibility for key services at a local level is important in Scotland. Choices about what services are shared and how they should be shared, need to acknowledge this distinct ethos

The challenge for partners in the Convention of the Highlands and Islands is how do we translate good practice on the smaller scale into real results on a larger scale, whilst avoiding the potential trap of getting bogged down in extensive and expensive studies. How do we deliver practical action on shared services on a large scale in a relatively short timeframe along with commensurate benefits?

### ***Recent studies***

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The recent reports on the *Clyde Valley Review 09* and *Democratic Power* have covered some of the ground already. They provide pointers for possible future action in the Highlands and Islands.



## **Clyde Valley review 09**

The December 2009 Clyde Valley Review<sup>1</sup> report covered a lot of ground – albeit in an area very different to the Highlands and Islands. The Clyde Valley Community Planning Partnership (CVCPP) area has a population density of 525 per square kilometre and total population of 1.75 million compared to 9.5 per square kilometre and 369,000 for the Highlands and Islands.

The review focused mostly on councils sharing services between themselves, with sharing with community planning partners very much regarded as a secondary option. This differs from the Highlands and Islands where challenges are more often shared by different partners in a particular area, rather than by each type of organisation across the whole area.

Key areas highlighted by the review which are relevant to the Highlands and Islands are:

- integrated health and social care
- integrated social transport solution
- Joint and streamlined fleet management and maintenance
- Shared roads maintenance
- Property sharing and management in local hubs
- Developing a joint approach to the back office
- Joint workforce planning

Other areas such as integrated waste management shared by all partners are unlikely to be feasible or economic due to our geography. The Clyde Valley Review also considered a common charging policy/framework. It is suggested that this is not relevant in the Highlands and Islands where differing priorities, costs of delivery and varied local market conditions mean that a universal charging structure would be inappropriate.

## **Democratic Power report from Reform Scotland**

The *Democratic Power* report<sup>2</sup> focused on non-departmental government bodies (NDPBs). The Scottish Government already has a commitment to reduce the number of NDPBs by 25% by 2011 and has taken action in this respect. There are 115 NDPBs employing 15,000 people that accounted for 43% of Government spending in 2008/9.

The key findings and recommendations reported by Reform Scotland are that there are issues with transparency and diminished accountability because of the way NDPBs are set up. There needs to be clear distinction between functions of government and what is done by organisations that are independent of government. Some functions could be brought back in-house so that ministers or local authorities are directly accountable. The main examples quoted are SEPA, Scottish Enterprise, Highlands and Islands Enterprise and VisitScotland. For example Visit Scotland might perhaps evolve into a small national marketing body within Scottish Government with local marketing by councils. It states that there should be a presumption in favour of functions being performed by local authorities, where appropriate, to ensure accountability to local communities.

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<sup>1</sup> Clyde Valley Review 09 by Sir John Arbuthnott, December 2009 – commissioned by the Clyde Valley CPP

<sup>2</sup> Democratic Power published by the Reform Scotland think tank in February 2010

## ***Shared services in the Highlands and Islands***

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Both the above reports provide a sound basis for considering how shared services could evolve across the Highlands and Islands. Below, we set out some examples of existing shared services arrangements within the Highlands and Islands and highlight the scope for extending these further.

There are some key conclusions to draw from the current examples of shared services in Highlands and Islands. In many cases sharing is across different strands of the public sector. This kind of cross-sectoral working does not match the normal pattern of shared services and the case for cross-sectoral working is much stronger for rural and island communities. It cuts across the traditional framework of government organisational boundaries and funding streams, and offers the scope to meet both financial and service objectives as well as minimising impacts on local employment. This is clearly the best way to deliver efficiency savings, improve customer outcomes and minimise local economic impacts.

There are some particular factors for the Highlands and Islands to consider:

- varied organisational boundaries – especially for Argyll and Bute and North Ayrshire Councils where co-terminosity is weakest
- high dependence of local economies on the public sector
- lack of a population centre on the scale of Glasgow or Edinburgh that can act as a focus and resource for change
- some communities access many services based outside the area, especially in the south where there are strong links to the Glasgow conurbation
- weak or no commercial markets for service provision in the more remote areas

## **Integrated health and social care**

### **Orkney**

In Orkney, a formal agreement was concluded in December 2009 to move to a Community Health and Social Care Partnership (Orkney Health and Care) to facilitate the delivery of joint health and social care services from 1 April 2010. A Community Interest Company has been created, jointly owned by NHS Orkney and the Council, to progress a number of joint build projects. This overcomes a number of legal hurdles where the different legal status of councils and NHS bodies means that a limited liability partnership is not possible between a council and NHS. However, councils are able to recover VAT on services charged by the company but the NHS cannot reclaim VAT.

### **Mid Argyll Community Hospital and Integrated Care Centre**

This is a partnership between the Argyll and Bute CHP and Argyll and Bute Council to locate hospital, GP, dentistry and social work services on one site. Services previously provided from different sites are now located in a modern facility with improved access.

### **Jura Progressive Care Centre**

This is a £1.8 million development to help the older residents of Jura remain on the island. The project consists of a care centre with a communal lounge, dining area and kitchen, five self-contained one bedroom properties, a respite facility and six general needs properties for the community. The project is a partnership that involves Argyll and Bute Council, Argyll and Bute CHP, The Scottish Government, West Highland Housing Association, the Highlands and Islands Community Energy Company and Ardfin Estate.

## **Mull Progressive Care Centre**

Building on the experience from Jura and Mid-Argyll, the centre will replace the Dunaros Residential Care Centre and Salen Hospital with a centre offering 12 individual supported tenancies and a modern hospital, together with a range of other health facilities. Construction is due to be completed in 2011. The scheme is a partnership between Argyll and Bute Council, NHS Highland, the Scottish Government, West Highland Housing Association and the Mull and Iona Progressive Care Centre Company (a social enterprise).

## **Integrated Teams**

In Argyll and Bute, the teams for learning disability services are fully integrated between the local authority and the CHP, with budgets and managers being shared. Occupational therapists also work as part of a joint team with shared budgets and a single shared store for aids and adaptations.

In the Outer Hebrides, Comhairle nan Eilean Siar and NHS Western Isles have come together to deliver community care and related services through a joint decision making body, the Joint Services Committee. The Community Health and Social Care Partnership, one of the first in Scotland to be created on an integrated health and social care model, provides the policy input which informs decisions by Joint Services Committee on finance and the implementation of policy. A single shared assessment model is fully in place for all Adult Care Services, and the Board and the Comhairle continue to work together on development of, a strategy for older people and the provision, and funding of elderly care services in the Outer Hebrides.

## **HUB**

Highland Council and NHS Highland are developing the HUB to bring together Ambulance, Tele-health and care and the Out of Hours Service. This could be in relation to the protection of children, preventing admission to care, preventing admission to hospital providing emergency support/ intervention to people with acute mental illness etc.

## **Potential Future developments**

There are particular challenges to address the growing personalisation of care reflecting the national policy commitment to enable individuals to decide on the type of care they need and to purchase it direct. The local councils and CHPs need to work even more closely with third sector / social enterprises and commercial agencies to produce a comprehensive approach to commissioning care packages and ensuring that what is supplied matches closely with the needs of the different client groups and is provided at a best value cost for all. Local needs vary, reflecting local populations, making this a very complex area where many partners need to work closely together.

## **Integrated social transport solution**

There are no current examples of sharing in this area. Given the geography of the Highlands and Islands and thinly spread resources for each partner, a partner based approach for each local authority area could deliver an excellent service locally with improved vehicle utilisations. This is an area of significant spend for social care and education, the ambulance service, police and fire, forestry commission, SNH and other partners. We struggle individually with achieving high vehicle utilisation, and with funding comprehensive satellite vehicle tracking. Standardisation of a vehicle fleet could assist an integrated solution.

## **Joint and streamlined fleet management and maintenance**

Again, there are no current examples although Highland Council and Northern Constabulary have identified this as an area to explore jointly. Options to explore could be partners sharing local depots for maintenance and a single fleet management structure in each area. Vehicle procurement can be delivered via Scotland Excel using established processes and contracts.

### **Shared roads maintenance**

This applies to Councils for local roads and Scottish Government for trunk roads contracts. Although some sharing should be done at a national level for certain areas of expertise such as roads design, there is surely scope for better co-ordination at a local level rather than having, for example, separate gritting for trunk roads and local roads with gritters travelling for miles without gritting simply because of different contractual arrangements. Whilst the same drivers apply as elsewhere in Scotland, sharing would be particularly beneficial to the Highlands and Islands due to the length of the roads network. A shared local service could potentially provide improved demand forecasting and enhanced forward planning and programming of works and services, better utilisation of call-off contracts and better specialist vehicle utilisation.

### **Property sharing and management in local hubs**

Scotland's Environmental and Rural Services (SEARS) is a partnership between 9 public bodies aiming to improve experience among land managers by working together to provide an efficient and effective service. The SEARS partners are developing a Code of Connection to allow opportunities for people to access their parent IT services from other SEARS offices. There has been some work across the Highland Council area to share information on assets, their utilisation and expected future demand for buildings and office space. Other options being considered are co-location opportunities in a number of locations for SEARS and joint maintenance management of property portfolios to be piloted by Scottish Natural Heritage and the Forestry Commission.

### **Catering, cleaning and janitorial**

Highland Council are working with Northern Constabulary to look at options for joint services in this area. Similarly Argyll and Bute Council are working with Argyll and Bute CHP to look at joint provision of services. There is clearly potential for a local model covering a range of partners on a local basis.

### **Housing**

#### **Home Argyll / Highland Housing Register**

Home Argyll is a partnership of the Council and the four local housing associations operating in Argyll and Bute. The project offers a common housing register and application process to ensure consistency and fair allocation of social housing. The service also provides information on a range of housing issues, including renting from housing associations or private landlords, owning a home and housing support. The Highland Housing Register is a partnership between the Council and registered social landlords very similar to Home Argyll. The Council has developed a shared housing allocations policy and IT system so that all applications for housing are dealt with consistently, in order to make it easier for customers to apply for housing.

#### **Highland Housing Alliance**

A private limited company co-owned by Highland Council and a number of registered social landlords and trusts. The company has proved to be successful in promoting housing development that otherwise would not have occurred.

## **Education**

There are opportunities to deliver joint working in specialist areas such as psychological services, curriculum development, strategy for roll-out of GLOW, development of school estate strategies etc. There may also be some scope for joint management of supply teachers across local authority boundaries. Education transport should be included in an integrated social transport solution.

## **Developing a joint approach to the back office**

### **Pathfinder North / ICT**

This was a £70m programme to deliver broadband services to 850 sites across five Councils (Argyll & Bute, Highland, Moray, Orkney Islands and Shetland Islands) which was fully rolled out in December 2009. Within the next 1-2 years partners will need to consider procurement process for the next contract period and should consider whether this should be done across all sectors rather than just for the local authorities. The current network is a mix of fibre in the main towns with a wireless backbone. There should be considerable efficiencies in doing this once across the whole of the public sector.

There are opportunities to consider sharing desktop support engineers on a geographic basis – sending the closest person to support a physical desktop where an on-site visit is needed. No doubt all partners are actively exploring ways to maximise remote support – such as rolling out virtual desktop infrastructure and struggling to make the business case for such strategies. Consideration should be given to sharing expertise in these highly specialist areas and putting shared arrangements in place.

### **Scottish Shared Services for Revenues and Benefits (previously NOSLA)**

A feasibility study has been carried out into a shared service for delivery of revenues and benefits services across Aberdeenshire, Argyll and Bute, Comhairle nan Eilean Siar, Highland, Moray, and possibly Aberdeen City Councils. The project has applied to the Scottish Government for pathfinder funding for implementation as this would be the first shared service to be delivered on a virtual distributed model – rather than based on a single central location. This model is particularly attractive to our rural communities as it minimises the impact on local jobs and takes advantage of modern ICT infrastructures in a radical way. The project has taken several years to reach the current position due primarily to uncertainties over the future of local taxation resulting in the financial return being subject to a relatively high level of risk for local authorities. A response has recently been received from the Scottish Government which is supportive of Councils taking the project forward, but with no further funding from the Scottish Government. The Convention is supportive of these shared services proposals. It recognises the important role that the Scottish Government could play in helping these move to successful implementation and seeks further engagement with the Scottish Government on this. It also notes that future shared services proposals will need to happen on a much shorter timescale.

## **Financial Services**

Highland Council provides a range of services for other organisations, including internal audit services, insurance and accountancy services.

## **Procurement**

At a national level, all public sector bodies can participate in contracts let by Procurement Scotland. There are various centres of procurement expertise at a sectoral level including Scotland Excel for local authorities, CGCOPE for NDPBs. Within Scotland Excel, Highland Council hosts a regional office, and manages certain procurement for Northern Constabulary and Highlands & Islands Fire & Rescue Service. Argyll and Bute and North Ayrshire Councils however are affiliated to the West of Scotland regional office

which reflects where the majority of their suppliers are based. Scotland Excel is therefore well placed to support regional non-sector specific procurement requirements.

### **Joint workforce planning**

There are a number of areas where specialist staff could be shared to mutual benefit across a few or several partners. This could include specialist financial and legal advice, IT, occupational health, roads design, personnel, customer management amongst others. Sharing could be limited to assistance in strategy development or extensive with a small body of highly expert staff providing services to all partners.

It is clear that the nature of the work of the public sector is changing and that new skills and flexibility are required. Public sector bodies run the risk of losing key expertise. Working jointly can mean improved career opportunities can be provided. New opportunities in home, remote and flexible working mean that individuals can be helped to work locally reducing their carbon footprints, but also spend more time serving customers, and potentially providing a wider range of services on behalf of several partners.

### **Integrated Service**

The approach in the Outer Hebrides is already very much focused on what might be called "integrated localism" ultimately moving towards a single public authority for the Outer Hebrides, comprising all public sector organisations. Single Public Authorities are one example of where it may be possible to achieve better outcomes - better quality of provision, a more integrated and accountable service provision, provided more efficiently and with greater engagement of the local community. All three Islands Councils see this as the most suitable way forward, and are committed to further work, with some modest consultancy help, to bring these proposals to the table.

### **Conclusions from current Highlands and Islands examples**

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There are some key conclusions to draw from the current examples of shared services in Highlands and Islands.

- The shared services proposal for revenues and benefits could be a pathfinder for a shared services model that is particularly suited to dispersed rural communities. If successful it could become a model that results in economic regeneration opportunities, taking advantage of the relatively well educated, IT literate workforce in the Highlands and Islands.
- The actual shared services examples vary across the area. There is significant scope for learning from the successes and putting effort into replicating these with appropriate local modifications elsewhere.
- All parts of the Highlands and Islands are focused on cross sectoral working – there appears to be an agreement that this is the best way to deliver efficiency savings, improve customer outcomes and minimise local economic impacts.
- In practical terms any project needs to focus on certain critical success factors, particularly in agreeing a common purpose, alignment of budgets and timescales, and being prepared to invest in feasibility and development work.
- The Highlands and Islands broadband pathfinder project should be an important enabler to broader sharing across the Highlands and Islands area. The potentials from this have yet to be explored.

### **Lessons from elsewhere – the Total Place Pilots**

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Total Place is a new initiative that looks at how a "whole area" approach to public services can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations – delivering a step change in both service improvement and efficiency at the local level, as well as across Whitehall. There are 13 pilot areas participating in the scheme – all in England. The aims of the Total Place pilots are to:

- Make changes to services that can improve the lives of local residents and deliver better value
- Deliver early savings to validate the work
- Develop a body of knowledge and learning about how more effective cross-agency working can deliver the above.

The pilots are each led by the local authority for each place, but involve a wide range of public sector partners – there is quite a lot of variety between the pilots. Some are clearly local authority focused, others are much broader and point to better public sector collaboration. The range of organisations involved include local authorities, NHS, Police, Fire, Government regional offices, Learning and Skills Councils, Universities and colleges, Regional development agencies, Chambers of commerce, DWP and Jobcentre Plus, Probation service, Crown Prosecution Service, HMRC, Ministry of Justice and the Third Sector.

Each area picked a theme and then looked at it from the differing total place strands of counting (mapping the flow of public money through the place), culture (how we do things at the moment) and customer needs (to better understand these needs and identify opportunities for collaboration between agencies on service redesign and use of resources).

The pilots have only recently reported and have yet to realise the potential of their plans. However there is already general consensus that assessing, prioritising and responding to the needs of a place on an integrated co-ordinated fashion is intrinsically rational and sensible, and discussion of the need for Super Area Agreements to bring real freedoms to vire funding across the boundaries of agencies in return for delivering agreed outcomes.

### ***Strengths within the Highlands and Islands***

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Sir John Arbuthnott identified that “*organisations working on shared services need to acknowledge and address a number of cultural, democratic, organisational, legal, procurement and financial challenges*”.

Whilst this is undoubtedly correct there are characteristics unique to the Highlands and Islands that can act as a driver and resource to enable change. These include:

- The common physical challenges in each area have generated common understanding and experience of the key issues related to service delivery
- There are close community links and networks that cross organisational boundaries – people living in these areas are used to finding solutions to seemingly difficult problems
- There are many shared activities – sometimes formally arranged, often informally organised on a very local basis
- There is a strong attachment and loyalty to the areas within the Highlands and Islands – people take a strong interest in what affects their communities.

### ***Shared services in the Highlands and Islands – our focus?***

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#### **Areas to consider**

The practical decisions on where to focus attention can be sub-divided based on whether a potential shared service is dependent on a physical location or not, and whether there is scope for pooling expertise that is hard to acquire or spread too thinly at present or anticipated for the future.

The following areas are proposed for consideration:

- Location dependent services (usually by council area)
  - Integrated health and social care service – building on the experience in Orkney, Western Isles and Moray to create more integrated Community Health and Social Care Partnerships (CHSCP)
  - Increased local integration with HIE/Scottish Enterprise, VisitScotland and SEPA in a similar way to integrated health and social care

- Single social transport solution
- Joint and streamlined fleet management and maintenance
- Shared roads maintenance
- Property sharing and facilities management (catering, cleaning, janitorial, energy management etc)
- Services not dependent on location
  - Developing a joint approach to the back office
- Pooled/shared expertise
  - Integrated waste management
  - Roads design
  - Joint workforce planning
  - education authority expert support functions
  - Specialist aspects of legal, planning, trading standards, environmental health etc

There is also scope to look at other possible partners and service providers, for example links with social enterprises, building on development work undertaken by Argyll and Bute Council and links with Carnegie UK Trust outlined at the last Convention in Dunoon.

### **Models to explore / Key principles**

There is no single best approach to shared services. The diversity of the Highlands and Islands demonstrates this with the mixed approaches already evident. There is a clear preference within this mix for cross sectoral work in each area – a reflection of the practicalities of working with day-to-day challenges of the Highlands and Islands.

The approach to shared services in the Highlands and Islands should focus on the following key principles:

- Cross sectoral initiatives for the majority of services
- Region wide shared services only where there is a compelling case such as the broadband pathfinder
- Common IT infrastructure is a major enabler to developing shared services
- Sharing of expertise which is in short supply where local demand is low
- Early agreement of common priorities and objectives
- Preparatory work to ensure that we have proper baseline measures in place linked to our priorities and objectives against which to measure progress
- Providing clear commitment to direct further change and to drive it in the right direction at a faster pace than has been achieved so far in Scotland.
- Ensuring that different governance structures do not become a barrier to moving forward
- Recognising our responsibilities to the communities we serve – to ensure that people feel services are local to them and that they have influence over the planning of those services and that the economic impact is significant
- Being sensitive to the fact that the public sector is a relatively high proportion of the economy in rural areas and the need to plan and manage the impact of changes, particularly reductions in public sector employment.

These proposals pick up on three policy aspirations for rural and islands Scotland

(a) The reform of Public Service Delivery generally in the direction of maximum subsidiarity;

(b) Greater democratic accountability; and

(c) A counter balance, perhaps, to possible Public Sector Reform based around "city regions".

It is this combination of greater democratic accountability, coupled with the move from service design and delivery models created in times of growth to more streamlined services that should be able to drive continuous improvement through a prolonged period of financial restraint.



## ***Next steps***

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Convention partners are invited to consider their appetite for undertaking a significant piece of work to drive shared services forward in a consistent and cohesive manner across the region. It is clear that there are considerable economic drivers which are pushing us towards this course of action, and considerable consensus elsewhere that this is an appropriate direction of travel. However it is also clear that there are very few large scale successful shared services projects which can be used as templates to drive change faster. If the Convention wishes to see progress in this area, then the next steps would be to agree a clear direction and remit with common expectations and then commit appropriate resources to take this agenda forward. It is proposed that the Convention considers setting up a review similar in scope to the Clyde Valley review but with a greater emphasis on cross sectoral initiatives in line with the key principles set out above.

The Clyde Valley Review had an indicative budget of £200k. Each of the councils agreed to cover the costs of their officer time committed to the project. This resulted in a final spend of less than £50k for the cost of Sir John Arbuthnott and design/publication of the final report. Two officers were seconded to the project full time, with other input being on a part-time basis. Accommodation and IT support were also provided free of charge by one of the councils. This gives us a strong indication of the level of resource that a similar review across the Highlands and Islands would require. This information is provided to illustrate the likely financial and human resources required.

It is noted that the three Islands Councils are politically committed to taking forward the Single Public Authority model, and have committed some funding to taking this work forward. It is expected that these two exercises should dovetail together.

Specifically, Convention would require to consider the following:

- coordination and overview on a Highlands and Islands basis for the overall programme of activities and specific projects covering the Highlands and Islands
- local governance arrangements in each area
- consultation and engagement – with employees and local communities
- the balancing of financial objectives with the social objectives and responsibilities of the different partners (including local economic impacts)
- equalities impacts

In order to facilitate this, it is proposed that the partners are asked to decide if they are happy to commit to a review for the Highlands and Islands and provide appropriate resources for this. The review should ideally be completed within a 4 month period.

For further information contact:

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01546 604350

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**Argyll and Bute Community Planning  
Partnership**

**Full Partnership Meeting  
Date of meeting: Nov 24<sup>th</sup> 2010**

argyll and bute  
**communityplanning**partnership



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**Title: REAP – CPP Off Shore Wind Renewable Event**

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**1. BACKGROUND**

- 1.1** The purpose of this paper is to provide background information in relation to the proposed off shore wind and marine renewable development within Argyll and Bute to allow the CPP Groups to give consideration to the questions that should be asked and issues that should be raised at the CPP Off shore wind renewable consultation event at the beginning of next year. This background paper should be read in conjunction with the report that went before the CPP Management Group on the 8 September. (appendix 1)
- 1.2** Argyll and Bute has a significant renewable energy resource which if harnessed and managed correctly could offer significant economic opportunities for some of our more remote and fragile communities. The opportunities offered through manufacturing, research and development and the commercial and community application of a range of technologies including, wind, wave, tidal and biomass to exploit these renewable forms could play a significant role in securing economic development for some of our communities and businesses.
- 1.3** Whilst to date the majority of commercial renewable development has been concentrated on onshore windfarm development that focus is now shifting to other forms of renewables such as off shore wind and marine and tidal development. Recent studies have highlighted that the west coast of Argyll offer some of the best tidal resource within Scotland after the Pentland Firth. It is imperative that we ensure that our communities are in a position to take advantage of this and to realise local economic benefit from these.
- 1.4** In relation to offshore wind and marine renewable developments it is recognised that many of these developments could be described as transformational however it is also recognised that there could well be implications on public sector resources from the on shore requirements associated with these off shore wind and marine renewable developments. It was for this reason that the CPP sub group was formed to look at this issue and to bring partners in the public sector together to seek to address this issue.
- 1.5** In February 2009 the Crown Estate granting exclusivity to two separate developers (Scottish and Southern Energy Renewables

and Scottish Power Renewable) to take forward the development of three off shore wind farm wind sites in Argyll and Bute. These sites are of a significant scale with the site off Tiree (the Argyll Array) being the largest sites and could generate enough power for 300,000 and 1,000,000 households. These sites will have a 5 – 8 year project development and a 15 – 20 operational life span.

## Kintyre

Location: 3km from the coastline of the Kintyre Peninsula (west of Machrihanish)

Approx area: 70 km<sup>2</sup>

Capacity: up to 378MW

Approx no. of turbines: 126 (3MW each)

## Islay

Location: 13km off the Rhinns of Islay

Approx area: 93 km<sup>2</sup>

Capacity: up to 690MW

Approx no. of turbines: 138 (5MW each)

## Tiree (Argyll Array)

Approx area 361.00 kmsq

Capacity: up to 1,500MW

Approx no of turbines: 200+

- 1.6** The potential economic impact of the development of these sites, in terms of construction, installation and maintenance will be significant. In addition the impact of this development on our communities could be significant. It is estimated that the Tiree development, depending on the project model adopted, could bring with it the need to provide some 100 additional homes on the island, upgraded/new infrastructure, and will impact on educational and healthcare needs on the island. There is a need to ensure that CPP partners properly plan for these requirements through the development plan process, REAP action plan and that we work closely with the Community and the developers.
- 1.7** The capital expenditure of these 3 off shore wind farm sites is estimated to be in the region of £7.7 billion, £3,000 per kW. The operational expenditure is estimated at £115 million per year, £40-50 per kW/year. Supply chain and employment opportunities to our businesses and communities could be significant.
- 1.8** Since the granting of the exclusivity awards for these three sites Marine Scotland has issued a draft Off Shore Wind Plan within Scottish Territorial Waters (STW) for consultation. This draft Plan identifies the above three sites as short term options. In addition a further four sites are identified as medium term options within the Argyll and Bute area. In addition the recent Scottish Government Saltire announcement in September also proposed a number of wave and tidal sites within Argyll and Bute which may well form part of a future Scottish commercial wave and tidal leasing rounds

by the Crown Estate. In addition we have the existing Wavegen 500kW site on Islay (Limpit) and a 10MW tidal site planned in the Sound of Islay by Scottish Power Renewables.

- 1.9** It is important to remember that there is still time to work with partners, the developers and key stakeholders in the development of these transformational projects as it is not anticipated that construction will start until 2015 at the earliest. There is therefore still an opportunity to proactively engage with the developers and to discuss the implications and influence the outcome. It was for this reason that the CPP sub group was established. In order to achieve this outcome, there is a need for co-ordinated partner action at the local and national levels hence the decision by the CPP Management Committee to arrange an off shore renewable event at which the key developers and Marine Scotland, the consenting authority for these developments, will be asked along . The input of CPP groups in identifying key questions that partners would like addressed at this event is a critical element of ensuring that we get the best output from this event.

For further information contact:      Audrey Martin, Argyll and Bute  
Council  
Eileen Wilson , Community  
Planning Manager

Telephone 01546 604180

(Appendix 1)

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**Argyll and Bute Community Planning  
Partnership**

**Management Committee  
Date: 8 September 2010**



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**Title: REAP – sub group update**

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## **1. SUMMARY**

- 1.1** The Renewable Energy Action Plan (REAP), which was approved by the CPP on the 16 June, was developed from a key action in the Argyll and Bute Community Plan 2009-2013 in order to facilitate a co-ordinated partnership approach to renewable development in Argyll and Bute. In light of the implications on public sector resources from the onshore requirement from off shore wind and marine renewables the management committee recommended the establishment of a sub-group to look specifically at these implications.
- 1.2** The group met on the 20 July and discussions centred around the links with REAP, responsibilities of partners, infrastructure issues, communications and the potential impact on existing service provision and resources.
- 1.3** We have the opportunity to work in a proactive manner with the key developers to ensure that we are in a position to influence the outcome.

## **2. RECOMMENDATIONS**

- 2.1** That the Management Committee agree to the planning and delivery of a CPP consultation event with the off shore wind developers and marine consenting authority, Marine Scotland, to take place on the 9<sup>th</sup> March 2011 following the CPP full partnership meeting.
- 2.2** In advance of the meeting on the 10 February 2011 the Management Committee consent to the sub group approaching the CPP thematic groups and Local Area Community Planning Groups requesting that they give consideration to the questions that should be asked and issues that should be raised at the consultation event.

## **3. BACKGROUND**

- 3.1** As partners will be aware there are significant renewable development proposals coming forward in our area. Argyll and Bute has three proposed off shore windfarm sites, the Argyll Array,

off Tiree, being the largest consisting of anywhere between 300 and 500 turbines and having a capacity to generate enough power for 1,000,000 households (1.8GW). These developments can only be described as transformational projects given their scale and potential impact on our communities. In addition the recent Scottish Government Saltire Prize Scoping study proposed a number of wave and tidal sites within Argyll and Bute which may well form part of a future Scottish commercial wave and tidal leasing round by the Crown Estate. Scottish Power Renewables are also proposing a 10MW tidal device in the Sound of Islay with an application due to be submitted to Marine Scotland in the near future. If consent is given for this later this year and further testing in Orkney is successful in 2011 then the ten tidal turbines would be manufactured in 2012 and installed in 2013. This is likely to be a world-leading development and would help to put Islay and Argyll at the centre of the marine renewables industry.

- 3.2** There could well be implications on public sector resources from the on shore requirements associated with these off shore wind and marine renewable developments however we are still at an early stage in the development of these projects, with construction not anticipated to start until 2015 at the earliest. There is therefore still an opportunity to proactively engage with the developers and to discuss the implications and influence the outcome. It was for this reason that the sub group was established.

#### **4. CONCLUSION**

- 4.1** The Renewable Energy sector has the potential to fundamentally and positively transform the economy and communities of Argyll and Bute. The scale of the off shore developments as well as potential future wave and tidal developments that are being considered for Argyll and Bute are significant and could be described as transformational projects in their own right. However, it is critical that the CPP partners work with the developers and key stakeholders at a local and national level to ensure that these developments happen in a sustainable and co-ordinated manner, that we are all fully aware of the implications, including public sector resource implications, and requirements and the optimal benefits for our communities are secured. In order to achieve this outcome there is a need to proactively engage with the developers to ensure that we minimise the impact on our limited resources but maximise the benefit to our communities..

For further information contact: Audrey Martin, Argyll and Bute Council  
Eileen Wilson , Community Planning  
Manager

Telephone 01546 604180

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

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**Title: Update Report on Environment Thematic**

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**1. SUMMARY**

- 1.1 This report summarises activity undertaken by the Environment Thematic Group.

**2. RECOMMENDATIONS**

- 2.1 That the Community planning partnership note the current activity of the Environment Thematic Group

**3. BACKGROUND**

- 3.1 A key part of the current work programme is to develop the scorecard for the thematic group and agree on the groups priorities. To facilitate this a number of presentations has been scheduled from key partners e.g. SNH, SEPA, Argyll and Bute Council, RPD. The first of these, from the Forestry Commission, was very informative and stimulated good discussion about local priorities, measurements and key performance indicators which will help inform the scorecard development.
- 3.2 Given that many environmental indicators do not change from quarter to quarter some care will need to be taken over the scorecard to ensure that indicators are meaningful, and can capture both short term, and much longer term performance.
- 3.3 Beyond scorecard monitoring time is being taken to prepare a forward work programme for the thematic group and this will include future items on the revised Biodiversity Strategy, Review of Agricultural Forum and Carbon and Waste reduction.
- 3.4 Highlight/ Exception reports have been requested from a number of strategic partnerships. At the November meeting reports were received from:
- Argyll and Bute Biodiversity Partnership
  - REJIG
  - GRAB Trust Ltd
  - Greenlight Environmental Ltd
  - Kintyre Recycling Ltd

The Partnership should note a general theme in terms of 'challenges' arising from the recycling groups who all highlighted concerns over the impact of any reduction in Service Level Agreements on their activity.

**4. CONCLUSION**

- 4.1** Further work is required to identify key performance indicators for the scorecard, however considerable progress has been made in the group beginning to define its priorities and understanding of meaningful measures.

For further information contact: Andrew Campbell, SNH

Telephone 01546 60

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**Argyll and Bute Community Planning  
Partnership**

**Management Committee  
Date: 8<sup>th</sup> September 2010**



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**Title: Update Report on Economy Thematic Group**

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**1. SUMMARY**

**1.1** This report summarises progress which the Economy Thematic Group has made in regard to developing and implementing actions in the Community Plan, and in developing a scorecard and work programme.

**2. RECOMMENDATIONS**

**2.1** That the Management Committee note the progress which the Economy Thematic Group has made in progressing outcomes from the agreed action plan and scorecard for the group.

**3. BACKGROUND**

**3.1** The Economy Thematic Group meets quarterly and is progressing in delivering the outcomes and actions relating to the Economy of Argyll and Bute contained in the Community Plan.

**3.2** The agreed Scorecard now forms the basis of the scrutiny and performance monitoring work which the group undertakes under their Terms of Reference. Group members continue to express ongoing concerns about the relevance of the Scorecard in light of continuing difficulties in allowing partners to input information onto the Pyramid system, with frustration being expressed by both Elected Members and strategic partners about the lack of partner performance data which the Scorecard contains. It was noted that work is continuing to address these issues, and the group agreed that the process of monitoring progress is of secondary importance to taking the work of the group forward.

**3.3** Partner updates in relation to actions in the Community Plan gave the group detailed information about progress, noting in particular success with partners signing up for the Food From Argyll initiative, Business Gateway roadshows, and the very recent announcement about HIE board approval for the budget for the Argyll Marine Science Initiative at Dunstaffnage.

**3.4** The group considered issues relating to Principles of Representation within Community Planning, and also a draft Partnership Agreement for the group. It was agreed that partners would feedback comment on these items to the Community Planning Manager, and that finalised documents would be submitted to the November meeting of the group for adoption. This

will help clarify and simplify procedural items relating to the group's work, and will be important in the development of the group into an effective partnership working forum.

- 3.5** In terms of performance monitoring, the group has agreed that the thematic group scorecard will be considered at each group meeting, and in addition, there will be a standing item on update of progress of Community Plan actions, and verbal input from attending partners, and associated strategic partners, on the work which they are carrying out in helping to deliver the key Economy actions of the Community Plan.
- 3.6** The group agreed that the focus of the next meeting due to be held in November will be on marketing of Argyll and Bute, specifically in relation to the Argyll and The Isles Brand, and Destination Management Organisations.

## **4. CONCLUSION**

- 4.1** The Economy Thematic Group have made good progress in taking forward the development of thematic actions within the Community Plan and have a clear process in place to ensure effective implementation and monitoring of same.

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

Telephone 01369 707130

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**Argyll and Bute Community Planning Partnership**

**Community Planning Partnership**  
Date:




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**Title: Update Report on MAKI Local Area Community Planning group**

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**1. SUMMARY**

- 1.1** This report summarises progress which the MAKI Local Area Community Planning Group is making in developing action plans and Scorecards, and in fulfilling their Community Engagement role.

**2. RECOMMENDATIONS**

- 2.1** That the Community Planning Partnership note the progress which the MAKI Local Area Community Planning Group is making in taking forward their Community Engagement role, and in delivering local outcomes contained within the Community Plan.

**3. BACKGROUND**

- 3.1** The MAKI Local Area Community Planning Group has built up good regular attendance from core members – Strathclyde Police, Strathclyde Fire and Rescue, NHS Highland, ACHA, Community Councils, Argyll and Bute Council and representatives from the third /voluntary sector. It has also encouraged representation from the business sector and invited other non core members to attend where agenda items are deemed relevant e.g. Scottish Ambulance Service, Visitscotland.

- 3.2** The Group has hosted two “Forward Together” Community seminars to help it develop the Area Community Plan and receive feedback on the current budget consultation. The second of these provided a successful Video Conference link to communities on Islay and Jura. The Local Community Planning Action Plan was approved on 3<sup>rd</sup> November and will be forwarded to the Management Committee, and then full Partnership in due course. It has 4 key outcomes:

1. Mid Argyll, Kintyre and the Islands is an area of sustainable economic activity and is recognised as an attractive place to live, work and do business
2. Mid Argyll, Kintyre and the Islands is well connected both internally and beyond our immediate area
3. High quality environment which supports employment, bio diversity, culture, arts and heritage

4. Older and vulnerable people across the whole area live full and independent lives

which are underpinned by 18 specific actions.

- 3.3 The Agenda for the LACPG meetings continues to develop – with more substantive items now appearing about reconfiguration of local services and planning for the future of specific communities. Future agenda will focus on the actions contained within the plan and the monitoring of these, as well as dealing with other partner and community issues as appropriate.
- 3.4 The group has also considered the links between the Local Area Community Action plan and other, more localised Community Plans which are in existence within the area e.g. Tarbert Community Plan, Gigha Development Plan and it will continue to engage with these plans and monitor their development and delivery.
- 3.5 The Group is currently identifying the strategic partnerships from which it will receive Highlight / Exception reports. This will include reports from Mid Argyll Partnership and Kintyre Initiative Working Group and it is hoped an Islay/ Jura / Colonsay fora will soon be established which will provide the same.

#### **4. CONCLUSION**

- 4.1 Local Area Community Planning Groups have made good progress in taking forward their Community Engagement role, and in developing action plans and scorecards to monitor progress in delivery of local service priorities.

For further information contact: Alison Younger

Telephone 01546 604558

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**Argyll and Bute Community Planning  
Partnership**



**Date: 24<sup>th</sup> November 2010**

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**Title: Update Report on Oban, Lorn and the Isles Local Community  
Planning Group**

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**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 September.

**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 10<sup>th</sup> November 2010. A presentation was given by Josephine Bown (Community Health Partnership) on the re-design on mental health in Argyll and Bute.
- 3.2 An update was provided in regard to the potential off-shore wind developments in Argyll and Bute, with particular reference to Tiree. It was noted that a CPP consultation event is being planned, to take place in February 2011.
- 3.3 The Group considered and agreed the draft Area Community Plan, which will be presented to the Forward Together 2 event on Saturday 20<sup>th</sup> November.

**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 January..

For further information contact: Kenneth Macdonald  
Area Manager  
Customer Services

Telephone 01631 567902

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**Date: 24<sup>th</sup> November 2010**

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**Title: Update Report on Bute and Cowal Local Community Planning  
Group**

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**1. SUMMARY**

- 1.1** This report summarises progress which the Bute and Cowal Local Community Planning Group has made in progressing the development of an action plan and the effective scrutiny of delivery of outcomes.

**2. RECOMMENDATIONS**

- 2.1** That the Community Planning Partnership note the progress which the Bute and Cowal Local Community Planning Group has made in developing the group as an effective partnership group which is focussed on delivering agreed outcomes for the area.

**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. The Third Sector Partnership is effectively represented at the group.
- 3.2** Outcomes from the first Community Seminar held in March have been progressed, and incorporated where possible into the Area Community Plan, which was adopted by the group at their meeting on 13<sup>th</sup> May 2010. The second “ Forward Together ” seminar, which was held in Rothesay on 23<sup>rd</sup> October allowed community representatives to consider priorities and potential amendments to the plan in light of the current public sector budget situation. The plan is currently being revised in light of this community engagement work, and will be considered for final agreement at the January meeting of the Group.
- 3.3** A Performance Scorecard is now being developed to enable effective scrutiny of progress in delivery of outcomes 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 draft Scorecard currently comprises outcomes from the agreed Area Community Plan, and consideration has been given as to which Key Performance Indicators should be incorporated into the developing scorecard, with partners around the table agreeing to consider this for further

discussion at the next meeting. It is therefore anticipated that the Scorecard will be significantly developed over the next few meeting cycles.

- 3.4** At the November meeting a Partnership Agreement which outlines key aims and responsibilities for partners in the group was considered and agreed. Work is now ongoing in identifying all local partnership groups and developing reporting mechanisms for them via Highlight and Exception reporting, which will ensure that local partnerships are connected to the LACPG at the most appropriate level, are committed by agreement to delivering on the agreed aims and outcomes for the area, and have a mechanism whereby they are able to report to the group on progress, or otherwise, without having to attend multiple meetings. It is anticipated that in progressing this work some rationalisation of existing partnerships is likely.
- 3.5** The group have also considered items relating to their role in progressing effective community engagement within Bute and Cowal, and agreed to adopt the suggested Consultation Diary as one method of taking forward this work.
- 3.7** In August, the group considered a report outlining the potential for young people to be more involved in local community planning, and agreed that this work should be progressed. Bute and Cowal Local Community Planning Group will therefore pilot a process for young people to entirely plan, lead and facilitate one of its meetings, which will be the meeting scheduled to take place in January 2011. The Council's Youth Services Manager will be the lead officer in this, and the process will be evaluated with a view to having such a meeting on an annual basis, and in each of the LACPG areas.

#### **4. CONCLUSION**

- 4.1** The Bute and Cowal Local Community Planning Group have made good progress in establishing membership of the group, and agreeing an Area Action Plan. The performance Scorecard for the group is at an early stage of development, but will progress over the next few meeting cycles. The group are progressing their key community engagement role, and look forward to piloting different community engagement methods over the coming months. Work currently underway in identifying local partnerships and developing reporting methods and structures should help clarify the partnership landscape in Bute and Cowal, and help reduce existing overlap and duplication in work being taken forward.

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

Telephone 01369 707130

**Date: 24<sup>th</sup> November 2010**

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

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**1. SUMMARY**

- 1.1** This report summarises progress which the Helensburgh Lomond Local Community Planning Group has made in progressing the development of an action plan and the effective scrutiny of delivery of outcomes.

**2. RECOMMENDATIONS**

- 2.1** That the Community Planning Partnership note the progress which the Helensburgh Lomond Local Community Planning Group has made in developing the group as an effective partnership group which is focussed on delivering agreed outcomes for their area.

**3. BACKGROUND**

- 3.1** The Helensburgh Lomond LACPG has established a regular meeting cycle, and meetings are being attended by most core partners, and by Community Councils and community groups.
- 3.2** Outcomes from the first Community Seminar held in early Summer have been progressed, and incorporated where possible into the Area Community Plan. The second “ Forward Together” seminar, which was held in Helensburgh on 13<sup>th</sup> November, allowed community representatives to consider priorities and potential amendments to the plan in light of the current public sector budget situation. The plan will now be revised in light of this community engagement work, and will be considered for final agreement at the January meeting of the Group.
- 3.3** A Performance Scorecard is being developed to enable effective scrutiny of progress in delivery of outcomes 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.
- 3.4** At the November meeting a Partnership Agreement which outlines keys aims and responsibilities for partners in the group was considered and agreed. Work will now be taken forward to identify local partnership groups and develop reporting mechanisms for them via Highlight and Exception reporting. It is anticipated that in progressing this work some rationalisation of existing partnerships is likely.

- 3.5** The group have also considered items relating to their role in progressing effective community engagement within Helensburgh Lomond, and agreed to adopt the suggested Consultation Diary as one method of taking forward this work.

#### **4. CONCLUSION**

- 4.1** The Helensburgh Lomond Local Community Planning Group has made good progress in establishing membership of the group, and agreeing an Area Action Plan. The performance Scorecard for the group is at an early stage of development, but will progress over the next few meeting cycles. The ongoing work in developing the partnership into an effective working group is very much work in progress, but is supported by all partners in the area and by community groups.

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

Telephone 01369 707130

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**Argyll and Bute Community Planning Partnership****1 November 2010**

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**Update report on MAKI Forward Together 2**

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**1. SUMMARY**

- 1.1** This report provides early feedback from the MAKI forward together event

**2. BACKGROUND**

- 3.1** The Forward Together 2 event took place on 30 October 2010 in the Council Chamber, Kilmory, with VC links to Jura and Islay
- 3.2** The event was well attended with over 60 people (inc scribes and facilitators) across the 3 locations
- 3.3** The workshops on the Budget position all brought forward suggestions across the four categories, and what things could be done differently, which allowed voting to take place. The workshops on the area plan brought forward fewer suggestions for reduce and do less, but voting still took place across all categories. A summary of the voting will be available for the LAPCG meeting on 3 November and will be included in a fuller report from the event which will be drafted in due course and circulated to relevant groups and services. Key themes emerging were very positive support for principles of shared services and working more closely with social enterprise and communities to deliver services more cost effectively.
- 3.4** The event had 6 excellent presentations from community based groups who showed ambition and good practise across a range of areas.
- 3.5** Feedback from the event is still to be collated, though on the day discussion indicated that most participants had found the day informative and constructive – though they would have liked more time within this budget workshop.
- 3.6** The VC connections were maintained throughout the day, and whilst it meant the voting session was slightly longer due to delay in getting the island votes it did allow a full participation of all delegates in this important session.

For further information contact: Alison Younger, Area Manager

Telephone 01546 604588

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**Argyll and Bute Community Planning  
Partnership**

**CPP Management Committee  
Wednesday 3<sup>rd</sup> November 2010**

argyll and bute  
**communityplanningpartnership**



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**“Forward Together 2” - Bute and Cowal Area Community Planning Group  
Consultation Event Saturday 23<sup>rd</sup> October 2010.**

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**1. SUMMARY**

- 1.1** The first series of community consultations run by Local Community Planning Groups was held in the spring and early summer of 2009, and delivered a successful model for effective community engagement for the Partnership to build on.
- 1.2** This report outlines the second Bute and Cowal Local Area Community Planning Group community consultation event (Forward Together 2,) held in Rothesay Joint Campus on Saturday 23<sup>rd</sup> October 2010.

**2. RECOMMENDATIONS**

- 2.1** That the Management Committee note the feedback and outcomes of the Bute and Cowal conference, note that this model is being replicated across Argyll and Bute over a four week period, and consider this format in relation to future events in developing community engagement and consultation for the Community Planning Partnership. The Management Committee is further requested to note that a full report on the outcomes of all of the planned seminars will be provided to the December Management Committee, and that detailed information in regard to budget and service delivery priorities identified through the seminars will be provided at that time.

**3. BACKGROUND**

- 3.1** A short life working group came together to plan and organise “Forward Together 2”, and agreed that the aims of the conference would be:-
- To encourage continued community engagement and extend the involvement of local communities in the Local Area Community Planning Group.
  - To communicate and consult on the public sector budget situation, including Argyll and Bute Council’s budget
  - To consult with and obtain the views of community representatives on the proposed Local Area Community Planning Group priorities as a basis for the development of the Local Area Community Plan. This is an ongoing commitment of the CPP to our communities.

- 3.2** The focus of the consultation day was two workshops, one which looked at the public sector budget situation, and one which looked at the Local Community Plan. Attendees were split into 4 groups, with each group carrying out the same two workshops.
- 3.3** 41 people attended the conference, with approximately 70% of participants representing community and voluntary organisations or individual community reps.
- 3.4** Inspector Gordon Anderson of Strathclyde Police gave the welcome and introduction to the day, outlining briefly the background to Community Planning in Argyll and Bute, the role of the Local Area Community Planning Groups, examples of community planning in action and the need to be realistic given the challenges and constraints partners face.
- 3.5** Jane Fowler, Head of Improvement and Strategic HR with Argyll and Bute Council gave a detailed presentation on the public sector budget situation, specifically in relation to the Argyll and Bute Council budget. Input was also given by Elaine Garmen on the budget challenges facing NHS Highland. Both speakers outlined the challenges being faced, and emphasised that the status quo is not an option. The decision to have input from more than one public sector organisation was deliberate, and was made to emphasise that the budget situation is not one faced by an individual organisation, but is an issue for all organisations and one in which communities have a key role to play in identifying priorities and addressing some of the issues.
- 3.6** Having been made aware of the challenges being faced, participants then took part in 2 workshops. The first asked them to consider the budget information which had been shared, and to then identify services which they felt were high priority and which must have resources focused on them in the future, to identify areas where services should be continued but with limited financial input, areas where costs could be driven down subject to minimum standards being achieved, and things which the public sector could stop doing altogether, ie things we need to do more of, things we need to keep doing to similar levels, things we can reduce, and things we can stop. Outputs from the workshop were collected on flipcharts.
- 3.7** The second workshop then asked participants to carry out the same exercise as workshop 1, but in regard to the priorities and outcomes contained within the Bute and Cowal Local Community Plan, ie to identify things in the Plan, or priorities for the area which should be in the plan, which must be continued/expanded, things which must be maintained, things which should be reduced, and things which should be stopped altogether. Again, output from the workshop was collected on flipcharts.
- 3.8** Feedback from the workshops was then used as the basis for an electronic voting exercise held with the whole group in the afternoon.
- 3.9** Six local community groups were allocated 5 minute slots immediately before and after lunch to highlight how they are meeting the outcomes of the Area Community Plan, and to showcase the local good practise which exists within Community Groups.



**3.10** Summary of the electronic voting exercise results:-

***Budget Priorities We Need to Do More Of***

Economic and business development  
Commercial approach to service delivery

***Budget Priorities We Need to Maintain at Current Levels***

Education Standards  
Ferry Services

***Budget Priorities We Could Do at Reduced Level.***

Reduce costs of overheads  
Reduce red tape  
Reduce admin costs by outsourcing- feedback on each of these options was about changing the way things are done, rather than actually reducing anything

***Budget Priorities We Could Stop Doing Altogether.***

Consider school closures (with the strong caveat that consultation procedures need to be very carefully followed)

***LACPG Priorities We Need to Do More Of***

Initiatives to attract/retain working age population  
Effective partnership working

***LACPG Priorities We Need to Maintain at Current Levels***

Health and well being projects  
Town Centre Developments- CHORD

***LACPG Priorities We Could Do at Reduced Level***

Reduce resources targeting speeding drivers

***LACPG Priorities We Could Stop Doing Altogether***

Neighbourhood Watch  
Health Living Initiative

In regard to specific issues/questions which had been raised through the workshops, voting on these was as follows.

***Would You Pay More For Library Services?***

Yes	58%
No	42%

***Would You Pay More For Cemetery Services***

Yes 51%  
No 49%

***Should the Third Sector or a Trust Deliver Leisure Services?***

Yes 84%  
No 16%

***Should all Services be Cut by the Same Percentage?***

Yes 18%  
No 82%

It should be noted that this report is a preliminary summary of identified priorities, and there is a substantial amount of detailed workshop information which is currently being collated and analysed. Each of the headings above can be further divided into geographical areas for closer analysis and comparisons.

- 3.11** The participant's evaluation was very positive with 85% being either very satisfied or quite satisfied with the day.
- 3.12** Funding to support the conference was accessed through Working and Learning Together (WALT) and was key to tackling barriers to participation such as transport, childcare etc.

**4. CONCLUSION**

- 4.1** The information and feedback from all of the planned conferences will be submitted to the CPP Management Committee in December to help inform the budget setting process of partner organisations, and will be taken to the next meeting of the Bute and Cowal Area Planning Group to influence the development of the Area Community Plan and local service delivery.

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