



27 October 2010

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held in the **OBAN FIRE STATION OBAN** on **WEDNESDAY, 3 NOVEMBER 2010** at **10:00 AM**.

AGENDA

- 1. WELCOME/APOLOGIES**
- 2. MINUTES OF THE PREVIOUS MANAGEMENT COMMITTEE HELD ON 8 SEPTEMBER 2010(Pages 1 - 8)**
- 3. ARGYLL AND BUTE SINGLE OUTCOME AGREEMENT ANNUAL REPORT 2009/10 - JANE FOWLER - FOR DISCUSSION(Pages 9 - 78)**
- 4. DIFFICULT CHOICES FOR DIFFICULT TIMES - JANE FOWLER - PRESENTATION**
- 5. CPP BUDGET - JANE FOWLER/LYNDA THOMSON - FOR DISCUSSION**
- 6. EXECUTIVE SUB GROUP FEEDBACK - SHARED SERVICES PAPER - JANE FOWLER(Pages 79 - 96)**
- 7. LOCAL AREA COMMUNITY PLANNING GROUP FEEDBACK - ONE REPORT - SHIRLEY MACLEOD(Pages 97 - 98)**
 - (a) FORWARD TOGETHER 2 - BUTE AND COWAL AREA COMMUNITY PLANNING GROUP CONSULTATION EVENT - SHIRLEY MACLEOD (Pages 99 - 102)
- 8. THEMATIC GROUP FEEDBACK - THEME LEADS(Pages 103 - 106)**
- 9. REVIEW OF THE CPP CONSTITUTION/AGREEMENT - EILEEN WILSON - FOR APPROVAL(Pages 107 - 118)**
- 10. VISIONS AND VALUES - JANE FOWLER(Pages 119 - 120)**

- 11. THIRD SECTOR INTERFACE FUNDING DELIVERY FRAMEWORK - FINAL SUBMISSION - GLENN HERITAGE - FOR NOTING(Pages 121 - 124)**
- 12. PUBLIC SECTOR EQUALITY DUTY - JANE FOWLER(Pages 125 - 132)**
- 13. CITIZENS' PANEL REFRESH - JANE FOWLER(Pages 133 - 134)**
- 14. MEETING DATES 2011 - ALL(Pages 135 - 136)**
- 15. APPOINTMENT OF NEW CHAIR OF CPP MANAGEMENT COMMITTEE - RAYMOND PARK (CHAIR)**
- 16. AOCB**
- 17. NEXT MEETING - 15 DECEMBER 2010 AT OBAN FIRE STATION, OBAN**

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

3.	<p>MATTERS ARISING</p> <p>All Matters Arising from the June meeting are covered in this Agenda.</p>	
4.	<p>SINGLE OUTCOME AGREEMENT – JANE FOWLER</p> <p>(a) Annual Report</p> <p>The report shows the progress made, the key areas where we're moving forward and what we are reporting on.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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>Action Point – email report to all Partners for scrutiny and to reply back to Argyll and Bute Council by 17th September with changes and updates. Partners are asked to ensure that the correct indicators are being measured.</p> <p>Peter Russell to forward a timeframe from the Scottish Government for refreshing the SOA.</p> <p>(b) Independent Budget Review</p> <p>This report makes recommendation on the financial challenges facing the public sector and is seeking views from the Partnership</p> <p>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.</p> <p>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>CPP Admin All Partners</p> <p>Peter Russell</p>

5.	<p>COMMUNITY PLANNING ACTION PLAN UPDATE – EILEEN WILSON</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>COMMUNITY ENGAGEMENT SUB-GROUP PROPOSALS – EILEEN WILSON</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>Action Point – Eileen Wilson to progress formation of Sub-Group</p>	Eileen Wilson
7.	<p>CPP COMMUNICATION PLAN – EILEEN WILSON</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>Action Point – Jo Smith to progress recommendations</p>	Jo Smith

8.	<p>VISIONS AND VALUES – JANE FOWLER</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>Action Point – Agenda Item for 3rd November Management Committee Meeting</p>	CPP Admin
9	<p>PUBLIC SECTOR PARTNERS EXECUTIVE SUB-GROUP UPDATE – JANE FOWLER</p> <p>Invites to the meeting of the Group will be sent out Thursday 16th 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>THEMATIC GROUP FEEDBACK</p> <p>(a) Economy</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) Environment</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>(c) Social Affairs</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>Action Point – Improvement and Organisation Development to provide guidance for Thematic Groups, dependant on timeline from Scottish Government.</p>	Lynda Thomson
11.	<p>LOCAL AREA COMMUNITY PLANNING GROUP FEEDBACK</p> <p>(a) Bute and Cowal</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) MAKI</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>Action Point – Report back to Management Committee in November</p>	Area Corporate Services Managers
12.	<p>RATIONALISATION OF ARGYLL AND BUTE COUNCIL AND THIRD SECTOR MEETINGS – UPDATE</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>THIRD SECTOR INTERFACE FUNDING – GLENN HERITAGE</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>CITIZENS' PANEL UPDATE</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>RENEWABLE ENERGY ACTION PLAN SUB-GROUP REPORT.</p> <p>The Management Committee agreed to the recommendations that a consultation be planned to follow on from the 1st 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>Action Point – REAP Sub-group to plan event.</p>	CP Manager								
16.	<p>YOUTH FOCUS – UPDATE</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>PROPOSED CONFERENCE DATES – 2010</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.	A.O.C.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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Argyll and Bute Community Planning Partnership**Management Committee
3rd November 2010**argyll and bute
communityplanningpartnership

Single Outcome Agreement Annual Report 2009/10

1 INTRODUCTION

- 1.1 This report provides the Management Committee with an update, including summary, on the Single Outcome Agreement.
- 1.2 In order that the Partnership manages the performance of the services that are captured in the SOA, it is important that a robust discussion on performance and managing performance takes place. 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.

2 RECOMMENDATION

- 2.1 It is recommended that the Management Committee:
1. Review performance in the SOA Annual Report
 2. Agree to report improvement actions
 3. Agree to review the content of the SOA in line with Scottish Government guidance
 4. Agree to review critically the priorities and measures currently included in the SOA

3 DETAIL

- 3.1 The progress on the National Outcomes at 31st March 2010 for Argyll and Bute Community Planning Partnership is highlighted in this report.
- 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 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 31st 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 31st 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 some successes, it continues to need refinement 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
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Argyll and Bute Council
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


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








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






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










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










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

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

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

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

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

National Outcome 10 – We live in well-designed, sustainable places where we are able to access the amenities and services we need.																			
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.
Other related local outcomes						
Ref	Description					
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 ¹ 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.

¹ 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	Primary Baseline data for 5-14 is from 2007	Primary 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%
			Secondary	Secondary		
			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	By the end of S4:	By the end of S4:		
			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/
			By the end of S5:	By the end of S5:		

			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.
			By the end of S6:	By the end of S6:		
			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	The number of anti-social detections has increased in 2009/10 and highlights good performance against the long term target.
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	The level of persons detected for drug supply crimes has increased and marks good progress against the long term target.



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	
Other related 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
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

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
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"> • Schemes on the A816 • A818 • Pennyghael Bridge • A83 south of Muasdale • A819 north of Inveraray • Other schemes • Asset sustainability 	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
Measures no longer recorded					
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 ² going to landfill	 Green
ABC01b	Argyll and Bute Council	Clear objectives agreed for renewables development	 Green

² 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
Measures no longer recorded						
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 th quarter due to cold weather i.e. very little growth .
		Reduced BMW ³ 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.
Other related local outcomes						
Ref	Description					
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					
Other related success measures						
Ref	Lead Organisation	Description				Status
ABC01b	Argyll and Bute Council	Clear objectives agreed for renewables development				 Green
		Developers signed up to the renewable energy concordat				 Green




³ 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.





		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		26% of Argyll and Bute CHP staff have received the training	 Red	26% of staff have received the suicide prevention training against the target set of 50%.
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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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Shared Services Summary Paper

Convention of the Highlands and Islands

October 2010

Author: Argyll and Bute Council

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Contributions from: Highland Council
NHS Highland
Orkney Island Council
NHS Orkney
Western Isles Council / Comhairle nan Eilan Siar
Shetland Islands Council
Moray Council

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1. Overview

- 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

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

- 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

April 2010

Sally Loudon

Chief Executive, Argyll and Bute Council

Shared Services in the Highlands and Islands

Background

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

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 Review¹ 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* report² 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.

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

² Democratic Power published by the Reform Scotland think tank in February 2010

Shared services in the Highlands and Islands

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

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

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

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?

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

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.

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**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date: 3rd November 2010**

argyll and bute
communityplanningpartnership



Title: Update Report on Local Area Community Planning Groups

1. SUMMARY

1.1 This report summarises progress which Local Area Community Planning Groups are making in developing action plans and Scorecards, and in fulfilling their Community Engagement role.

2. RECOMMENDATIONS

2.1 That the Management Committee note the progress which the Local Area Community Planning Groups are making in taking forward their Community Engagement role, and in delivering local outcomes contained within the Community Plan.

3. BACKGROUND

- 3.1** Previous reports from the individual Local Area Community Planning Groups to the Management Committee have noted the establishment of regular meeting cycles, attendance by core partners, and effective representation at meetings by the Third Sector.
- 3.2** All groups held their first round of community seminars in the spring of this year, as a result of which the development of local action plans which reflect communities' aspirations are at various stages of agreement. In Bute and Cowal it is expected that a draft Scorecard for the agreed local Community Plan will be presented for consideration at the November meeting; this will contain both success measures related to prioritised outcomes contained within the Plan, and a range of key performance indicators which will demonstrate progress on delivery of these priorities. Other areas, whose first seminars were held later in the year than Bute and Cowal, are in the process of finalising their action plans, following which Scorecards will be developed. This will give each of the groups a mechanism to enable effective scrutiny in delivery of agreed outcomes.
- 3.3** All of the area groups are about to take forward their second Community Seminars, entitled "Forward Together 2". These will take place in Rothesay on 23rd October, in Lochgilphead on 30th October, in Helensburgh on 13th November, and in Oban on 20th November. The programme for the day will focus significantly on the budget challenges facing public sector Community Planning Partnership organisations, and will be aiming to communicate and

consult on this situation with community representatives. In addition, the seminars will be considering the local Action plans, in light of the public sector budget situation, and identifying where amendments may need to be made, and will be showcasing local good practise in the areas which contributes to outcomes in the local action plan. It is anticipated that an update report will be made to the Management Committee on the Bute and Cowal seminar in advance of the meeting of 3rd November, and that a verbal update on the MAKI one will be made at the meeting.

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. The forthcoming Forward Together 2 seminars will provide an opportunity for some of this work to be further refined, and will, in addition, provide an excellent opportunity for communication and consultation on the public sector budget situation.

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

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**Argyll and Bute Community Planning
Partnership**

**CPP Management Committee
Wednesday 3rd November 2010**

argyll and bute
communityplanningpartnership



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

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 23rd 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.

For more information contact: Shirley MacLeod, Area Manager Customer Services
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**Argyll and Bute Community Planning
Partnership**

Management Committee
Date: 13th October 2010

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Title: Environment Thematic Group

The Environment Theme Group has not met since last Management Committee meeting.

The Group are reviewing the environmental issues and targets outlined within the Community Plan and SOA. Over the next few meetings there will be outline presentations from the SEARS partners about their current work plans and the opportunity will be taken to debate with members whether the topics being tackled match the wider aspirations of the group.

Andrew Campbell

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**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date: 11th October 2010**



Title: Social Affairs Thematic (SATG)

The August meeting of the SATG was the first meeting of the group since relatively early 2010 and concentrated on tidying up some outstanding governance and administrative issues. Principally the Partnership Agreement was finalised by the partners and the terms of reference for the group was re-affirmed. The group also reviewed the SATG scorecard and compiled a range of improvements in the selection of indicators, benchmarking information, setting of targets and confirmed the availability and administration of data sources. The Group discussed performance in some detail and the level of discussion was helpful to the further development of the revised scorecard.

The group also considered proposals for mapping the integration of partnership sub groups with the overarching thematic group with a view to considering the potential for rationalising sub group remits and ensuring that they can report/ input to the SATG. A new reporting process has been developed for consideration at the November meeting of the SATG and will be piloted with the SATG.

Looking forward, in addition to improving the sub group linkages and scorecard review, the SATG agenda in November and subsequent meetings will also consider presentations on key strategic issues such as Educational Attainment, the Integrated Resource Framework Project, the early years framework, etc. Whilst giving reassurance on progress on these topics, the SATG will also seek assurance on partner agencies' actions to contribute to the achievement of national and local outcomes as set out in the SOA with an action focus on stimulating joint work and problem resolution.

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Constitution and Partnership Agreement Review - November 2010

1 INTRODUCTION

- 1.1. Effective community partnership working is essential if we are to deliver local outcomes within the new national framework. This document enables us, as a partnership, to demonstrate our commitment to the continuous improvement and effective delivery of Community Planning in Argyll and Bute.
- 1.2. The need to demonstrate how partners work together to achieve common outcomes places a responsibility on partners to effectively integrate their different contributions and deliver a multi-agency approach to planning improved service delivery. We also need to demonstrate that communities are effectively engaged in the community planning process – that they are influencing how services are planned and delivered.
- 1.3. The Local Government in Scotland Act (2003) places a statutory duty on Councils to lead and facilitate Community Planning. There is also a corresponding duty on a range of partners to participate locally.
- 1.4. Argyll and Bute Council is required to ensure financial accountability as the recipient of grants and other community planning funding streams.

2 COMMUNITY PLANNING IN ARGYLL AND BUTE

- 2.1. The Argyll and Bute Community Plan is acknowledged as the guiding document for strategic planning by all partners. The Plan sets out the vision for Argyll and Bute to be the Leading Rural Area.
- 2.2. Community Planning partners have also developed the Argyll and Bute Single Outcome Agreement (SOA). The SOA details short and medium term outcomes that the partners will deliver to enable progress towards the longer term vision set out in the Community Plan.
- 2.3. The Single Outcome Agreement is *“the means by which CPPs agree their strategic priorities for their local area and express those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government’s relevant National Outcomes.”* (SOA Guidance for CPPs, IS 2008)
- 2.4. SOA and community plan outcomes will be:

- Directed towards the achievement of the Leading Rural Area vision (detailed below)
- evidence based
- specific, measurable and costed to enable effective performance management
- risk based
- ensure that equalities and sustainability objectives are fully integrated in all plans

Argyll and Bute: Leading Rural Area

Vibrant Communities

- safe supportive communities with positive culture and sense of pride in the area
- well balanced demographically with young people choosing to stay or move to the area
- vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities
- well connected economically and socially
- a sense of history with a view to the future
- housing that is appropriate and affordable with local people able to participate in the housing market
- high quality public services and leisure/community facilities that attract people to settle in Argyll and Bute

Outstanding Environment

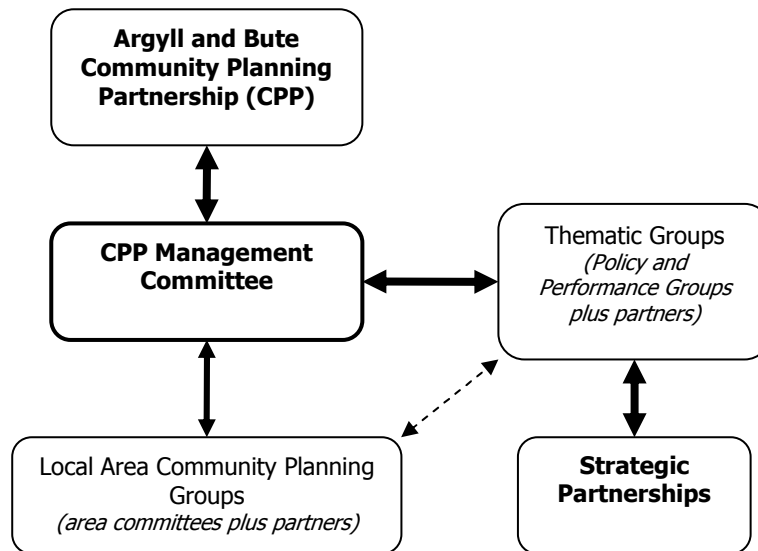
- high quality environment that is valued, recognised and protected
- the environment is respected as a valued asset that can provide sustainable opportunities for business
- a high quality image and identity that is recognised and appreciated globally
- an area that is accessible, yet retains its remote character

Forward Looking

- communities that are culturally rich with a desire to excel
- proactive communities where local people and organisations look for and create opportunities
- dynamic public sector with more delivery of high quality 'professional' services from Argyll and Bute
- partnership working across all sectors to coordinate developments, promote Argyll and Bute and remove constraints
- communities that encourage lifelong learning

3 DECISION MAKING STRUCTURES

3.1. The high level CPP structure is detailed below.



3.2. Key parts of the structure operate as follows:

- **Full partnership** - Comprises representatives of organisations at strategic level. The Full Partnership gives all CPP partners an opportunity to participate in influencing the strategic direction of the partnership.
- **Management Committee** - Comprises representatives at senior officer level from core partner organisations. The Management Committee is the operational group driving forward the implementation of the Community Plan and the Single Outcome Agreement. The committee is also responsible for the monitoring and evaluation of CPP processes, the SOA and other strategic partnerships.
- **Thematic Groups** - To monitor and review achievement of key outcomes in the Community Plan within the three CPP thematic areas by ensuring appropriate performance measures are in place. To support and encourage effective collaboration and coordination between and within public, voluntary and community organisations operating in Argyll and Bute within the relevant thematic area . To give effect to the Community Engagement Strategy at a thematic level.
- **Local Area Community Planning Groups** - To develop and maintain Local Area Community Plans within Community Plan outcomes. To monitor and review achievement of the local delivery of key outcomes identified in the Community Plan by ensuring appropriate performance measures are in place. To support, and encourage effective collaboration and co-ordination between and within community based organisations operating in the local area. To give effect to the Community Engagement Strategy at a local level. **Local Area Community Planning Groups** will encourage involvement by people from hard to reach and seldom heard groups, including people with disabilities, different ethnic backgrounds, different genders, beliefs and sexual orientations.
- **Strategic partnerships** – Comprising relevant stakeholders, this small number of partnerships are focused on the key strategic issues for the area. Their remit is

strongly focused on the outcomes in the Community Plan and the Single Outcome Agreement.

- CPP Sub Groups

- 3.3. Further details of these groups in terms of membership, terms of reference and meeting arrangements are detailed in the appendix.
- 3.4. These groups are complemented by **Time Limited Groups** comprising relevant CPP partners with a designated lead. Time limited working groups are formed to address specific issues and make recommendations to the Management Committee or other strategic partnership.
- 3.5. **Conference** – A biennial Community Planning conference enables all partners to participate in an information sharing and consultation event. The conference brings community representatives, young people, hard to reach groups and CPP partners together to share good practice and influence the direction of community planning in Argyll and Bute.

4 ENGAGING THE COMMUNITY

- 4.1. The Argyll and Bute CPP has developed a Community Engagement Strategy to engage with stakeholders. Performance will be monitored by the Management Committee.
- 4.2. All partnerships at all levels are responsible for ensuring that they conduct engagement activities in line with National Standards for Community Engagement.
- 4.3. The Community Engagement Action Plan outlines the activities supported through the CPP
- 4.4. Communications are managed as a subset of actions within the Community Planning Action Plan. Activities will be coordinated by the Council's Communications Team through regular liaison with the managers responsible for communications in each of the partner organisations.

5 PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK

- 5.1. High level aims within the Community Plan are translated into priorities which influence the corporate plans of the CPP partners. Relevant partner and community planning priorities will form the main content of the Single Outcome Agreement (SOA).
- 5.2. Performance against the Community Plan and SOA will be appraised by each partner monitoring its own performance with details on key success measures shared to enable effective overview of performance. The performance overview will be reported using performance scorecards compiled by the Council on behalf of the CPP and monitored by the Management Committee, thematic groups and local area planning groups.

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

- Management Committee: will monitor all outcomes/actions within the Community Plan. The committee will also monitor the outcomes in the SOA relevant to Community Planning Partners.
- Thematic Groups: will agree a relevant performance scorecard to provide information to CPP Partners and service users. The scorecard will focus on thematic priorities based on national and local outcomes detailed in the community plan and SOA.
- Local Area Community Planning Groups: will agree a relevant performance scorecard to provide information to CPP Partners and service users. The scorecard will focus on local priorities of interest to the area or communities within the area.

5.4. Each level of the CPP will agree performance reporting arrangements using the template below:

Stakeholders	Identification of key stakeholders drawing from formal Community Planning partners; linked partnerships; service users; and communities (geographic and of interest)
Structure	Detail of how the partnership or group relates to the overall CPP structure ensuring links are clear for those who are expected to contribute to the partnership/group and the links where the partnership contributes – e.g. a thematic group will detail which strategic partnership contribute and indicate that it reports to the Management Committee
Vision	This is the main vision to which the partnership contributes – this will either be the overall leading rural area vision or elements of that vision relevant to the partnership
Plan and priorities	The key plans priorities and outcomes relevant to the partnership/group
Translates downwards:	Details which partnerships, partners and plans that are influenced by the key plans and priorities of the partnership/group
Type of report	Performance scorecard or other reporting arrangement
Measurements	The key success measures that will be monitored to ensure that the relevant outcomes are achieved
Report to	Detail of the partnership or group responsible for overseeing the performance of the group
Scorecard themes	These are the high level elements within the performance scorecard and are agreed by each group and the partnership to which it reports

6 RISK MANAGEMENT

- 6.1. All partners will manage risk with respect to their own operations via strategic and operational risks as appropriate.
- 6.2. The CPP has a joint risk register built on relevant strategic risks from partners and more general strategic risks that affect the partnership as a whole (e.g. economic and social risks).

- 6.3. Risks are assessed using the standard methodology of separate assessments of likelihood and impact combined to form an overall assessment of whether a risk is high, medium or low. Mitigation measures are then detailed and monitored as appropriate. Risks are reviewed on a regular cycle dependent that is determined by the overall risk rating (i.e. higher risks are reviewed more often).

7 PARTICIPATION IN CPP AND STRATEGIC PARTNERSHIPS

- 7.1. CPP partners have responsibility for defining arrangements for Community Planning within their organisation.
- 7.2. It is the responsibility of the individual organisations to ensure appropriate representation at all levels and to demonstrate how they contribute to the implementation of the Community Plan and the Single Outcome Agreement
- 7.3. CPP partners have the responsibility to disseminate relevant Community Planning information to other strategic and operational partnerships in which they participate.
- 7.4. CPP partners are not expected to be responsible for the actions of other partners, but the joint commitment to the CPP implies that each partner will act in the interests of the CPP and other partners. They also have the duty to bring to the CPP any issues arising in other strategic or operational partnerships that affect the CPP.

8 FINANCE AND RESOURCES

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

- a. All funds will be held by the appropriate officers of the relevant partner organisation
- b. The reporting year for the CPP will be 1st of April to the 31st of March
- c. It is the responsibility of the relevant CPP partner to ensure that appropriate financial accounting arrangements are in place according to legal or other audit requirements
- d. The allocation of funds by the CPP must contribute to achieving agreed outcomes
- e. Core CPP staff will be employed by the Council on behalf of the CPP
- f. Where a costed plan includes items funded by different partners, each partner will be responsible for ensuring effective management of their funds. The partnership with responsibility for the joint plan will still include financial monitoring as part of the relevant performance scorecard
- g. Partnership groups will recommend funding allocations as appropriate against outcomes based on evidence of need and assessment of relevant risks. Formal allocation of funds will take place through the formal budget process of the relevant partner(s)

9 EQUALITIES AND SUSTAINABILITY

- 9.1. All actions of the CPP will contribute to tackling the significant inequalities in our society and will be subject to equality impact assessment as appropriate. These assessments will be made by the main partner responsible for delivery of an action.
- 9.2. The principles of sustainable development will guide the development and delivery of our projects and services. Sustainability assessments will be undertaken as appropriate.
- 9.3. Impact assessments will be reviewed as required by the appropriate thematic group or Management Committee.

10 PARTNERSHIP AGREEMENT

- 10.1. Partners are invited to acknowledge the direction of the CPP and to commit to the enhancement of joint working to deliver quality services in Argyll and Bute by signing this agreement.
- 10.2. This is an agreement amongst the members of the Community Planning Partnership to work together to achieve common goals for the people of Argyll and Bute. It is not a legally binding contract and so nothing in its operation will give rise to legally binding rights and obligations amongst the parties.

Signatories to the agreement:

Name	Designation	Organisation	Signature

May 2009 (version 9)

APPENDIX – detailed arrangements for groups in the high level CPP structure

1 FULL PARTNERSHIP

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

CPP Partner Organisations
Argyll and Bute Council
Strathclyde Police
Strathclyde Fire and Rescue
NHS Highland (AB CHP)
Highlands and Islands Enterprise
Scottish Enterprise
Skills Development Scotland
Job Centre +
Argyll Voluntary Action
Islay and Jura CVS
Bute Community Links
Mull and Iona Community Trist (MICT)
Argyll and Bute Social Enterprise network (ABSEN)
Fyne Homes
ACHA
West Highland HA
Dunbritton HA
SG Rural Payments and Inspection
SEPA
Scottish Natural Heritage
Crofters Commission
Forestry Commission
Loch Lomond and the Trossachs National Park
HiTrans
SPT
Cal Mac
CMAL
Scottish Water
Association of Argyll and Bute Community Councils
Visit Scotland
M.O.D.

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

1.2. Terms of Reference

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

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

2 MANAGEMENT COMMITTEE

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

Partner Organisation	No of Delegates
Strathclyde Police	1
Argyll and Bute Council	1
Strathclyde Fire and Rescue	1
NHS Highland (AB CHP)	1
Highlands and Islands Enterprise	1
Scottish Enterprise	
Skills Development Scotland	
Job Centre +	
Argyll Voluntary Action	2
Islay and Jura CVS	
Bute Community Links	
Mull and Iona Community Trist (MICT)	
Argyll and Bute Social Enterprise network (ABSEN)	
Association of Argyll and Bute Community Councils	1
Fyne Homes	1
ACHA	
West Highland HA	
Dunbritton HA	
SG Rural Payments and Inspection	2
SEPA	
Scottish Natural Heritage	
Crofters Commission	
Forestry Commission	
Loch Lomond and the Trossachs National Park	
HiTrans	1
SPT	
Cal Mac	
CMAL	

Scottish Water	
Visit Scotland	
M.O.D.	
Job Centre +	
Total number of delegates	

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

2.2. Terms of Reference

The Management Committee has been established to:

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

3 MEETINGS

3.1. Full Partnership

- a. The Full Partnership will meet three times a year.
- b. The Full partnership will be chaired by the Leader of Argyll and Bute Council. In her/his absence the meeting will be chaired by the Vice-chair (Depute Leader of Argyll and Bute Council). If both are absent, a person will be appointed to chair the meeting.
- c. The Full partnership will be responsible for the appointment of Management Committee chair and vice-chair from partner organisations at 2 year intervals. The new chair will normally be from a different partner organisation.

3.2. Management Committee

- a. The Management Committee will meet six times a year. Dates for meetings will be agreed by the final meeting of each year
- b. The Management Committee will be chaired by a partner organisation.

3.3. General

- a. Dates for meetings will be agreed at the final meetings of each calendar year.
- b. The Chair can convene additional meetings at the request of four or more partners or if he/she considers there is good reason.

- c. At least seven clear days before CPP meetings public notice will be given on the Council's website
- d. Agendas and all related papers will be available on the Council website www.argyll-bute.gov.uk or through a link on the Community Planning website www.argyllandbutecpp.net
- e. Items not on the agenda will only be considered if they are urgent and with the agreement of the chair and members of the partnership/ committee present
- f. Meetings will be open to the public. The members of the partnership/ committee can resolve to exclude the public if an item is deemed sensitive.
- g. Quorum - One quarter of the partners represented must be present for any decision making. If after ten minutes no quorum is achieved the meeting will be deemed inquorate and not take place.
- h. Minutes of meetings will be taken by a member of Council and will be made available on the Council's website www.argyll-bute.gov.uk or through a link on the Community Planning website www.argyllandbutecpp.net
- i. Members of the CPP must declare any interest, financial or non-financial, if any contract is to be discussed

4 THEMATIC GROUPS

4.1. Comprising of Council PPG members and relevant CPP partners Thematic groups will monitor and review achievement of key outcomes in the Community Plan within the thematic areas noted below by ensuring appropriate performance measures are in place. Thematic Groups will support and encourage effective collaboration and coordination between and within public, voluntary and community organisations operating in Argyll and Bute within the relevant thematic area.

4.2. The relevant thematic provisions relate to -

4.2.1. Social Affairs -

health, housing and local area regeneration, poverty, voluntary sector issues, school and pre-school education, young people and lifelong learning, social work services, and matters relating to culture and sport

4.2.2. Economy -

Economy, business and industry, vocational training, tourism and matters relating to transport and transportation, and matters relating to the strategic regeneration of the Council area.

4.2.3. Environment –

Environment and sustainable development, natural heritage, the land use planning system and building standards, environmental and protective services, energy agriculture, forestry and fisheries.

5 LOCAL AREA COMMUNIT PLANNING GROUPS

- 5.1. Local Area Community Planning Groups will develop and maintain Area Plans within Community Plan outcomes. To monitor and review achievement of the local delivery of key outcomes identified in the Community Plan by ensuring appropriate performance measures are in place. To support, and encourage effective collaboration and co-ordination between and within community based organisations operating in the local area. To give effect to the Community Engagement Strategy at a local level.

6 TIME LIMITED GROUPS

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

Community Planning Partnership - Vision and Values

November 2010

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.

2 Recommendations

- 2.1 That the Community Planning Partnership Management Committee approves the vision and values.

3 Background

The Community Planning Partnership 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 measurable.

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.

Argyll and Bute Third Sector Partnership Delivery Framework 2011 – 2012

Vision: Working together to promote a 3rd sector in Argyll and Bute which is strong, sustainable and diverse, enabling all to play a full and active part in the life of their local community and participating in the planning and delivery of local services.

Introduction: This framework reflects the localism agenda and sets out the high level outcomes for delivery on the following strands within the context of strategic fit with local and national indicators:

- a. Support to voluntary and community sector organisations (25% of available resources)
- b. Promotion of and support for volunteering and volunteers (25%)
- c. Support for social enterprises (25%)
- d. Developing relationships within Community Planning Partnerships (25%)

This summary of our first Delivery Framework will be underpinned by our Strategic Business Plan identifying actions which support the key outcomes within this document. Our future funding will benefit from four organisations accessing external funding thus enabling a multiplier effect to core funding.

The Challenge: Argyll and Bute Third Sector Partnership, which came to fruition as the interface in April 2010, faces the greatest challenges in delivering infrastructure support to the third sector in Scotland. With a land mass 25% of Scotland, fragmented peninsulas, rural and remote islands and only two centres of population with over 10,000 inhabitants, these are daily challenges to service delivery. Figures below highlight just some of the barriers we meet and jointly overcome on a daily basis.

•22 remote inhabited islands •96% of the area is remote rural and is home to 44% of our population •it is the third most sparsely populated local authority area •52 of its 122 datazones are amongst the most geographically access deprived •80% of its income deprived population is dispersed through remote areas and not highlighted by datazones • less than 60% of population have broadband access •it is the 2nd largest local authority by area (690,899 hectares) •lack of access to services or absence of services themselves are a major factor in the style and development of its voluntary sector

Providing equitable and accessible support against this background is a challenge the TSP is committed to meeting; but it is a major challenge in geography and cost alone. The TSP is best placed in terms of ability and knowledge but is by far the most disadvantaged of all interfaces in Scotland's 32 local authority areas. We have made organisational changes but not abdicated our individual localised organisations and have already, and continue to, implement a step change in the way we deliver services effectively, efficiently and in response to evidenced local need. One of our key strengths lies in the skills and knowledge inherent within each component part of the interface and our connection with local communities.

Our Achievements: The organisations which, from April 2010 comprise the third sector interface are the catalyst which brings £5.47 million (2009-2010) into Argyll and Bute. Only the infrastructure organisations within this partnership can both deliver and support local services which are preventative, interventionist, restorative and regenerative, contributing to every one of the National Indicators and each local Area Plan. Our social and fiscal impact includes:

- Support and access available to over 1400 community groups and organisations spread across 22 remote islands and xx (land area)
- Over 600 young people are Millenium Volunteers contributing to their communities
- In 2009 – 2010 our own volunteers numbered 434 and contributed over 4,000 hours to community life
- Training delivery (2009-2010) to 414 individuals and 172 organisations
- over 300 individuals supported through personal development courses
- Representing and influencing strategy and policy on behalf of the sector and communities at all levels of community and health planning; over 249 hours devoted to this activity

Governance: Argyll and Bute TSP is a collaborative partnership comprising four organisations each of which exist to serve their specific and diverse communities geographically and thematically and who now work jointly across Argyll and Bute and in partnership at all levels. Governance of the partnership is through the ‘core’ group drawn from each partner. A senior staff member (e.g. Chief Executive) and a board member of each organisation form the Partnership Core. Decisions made at the core level are referred back to the individual boards of each organisation for ratification. The current Core members are: ABSEN: James Hilder (Board) Mike Geraghty (Officer), IJCVS: Hamish Campbell (Board)Lesley Anderson(Manager), AVA: Ruth Knox (Board), Glenn Heritage (Manager), BCL: John Bustin (Board), Janet Skillin(CEO). The TSP works within an overarching Partnership Agreement with service delivery accorded a discrete Agreement.

Framework for Service Delivery, based on assessed need and strategic fit with A&B SOA, Community Engagement Plan, Community Plan, Local Area Development Plans, Economic Development Plan, CPP Action Plan & National Indicators. All work is undertaken to Nat. Standards for Community Engagement.

Objective	Outcomes
Building a third sector relationship with community planning 1/2/3/4/5/6/9. Nat Outcomes 3/8/10/11/15	STRATEGIC FIT; CPP01a/b/c/d CPP04a/d CPP03 FAB04a/b FAB03d. Nat Stds Community Engagement
1. The Partnership will support and enable a vibrant and strong third sector in Argyll and Bute, actively engaged in Community Planning, by providing the mechanisms for a more coordinated interface and communications channel through which the voice of the sector can be heard regardless of size, thematic scope or geography.	a. Third sector fora linked to Local Area Community Planning Groups and to strategic level eg CPP, CHP are extended to minimum of 7 area fora and TSP works to increase level of involvement at local fora. b. The Argyll and Bute communities website will carry updates and information relevant to all 3 rd sector organisations and communities. c. News and information is circulated in appropriate and timely manner to keep the sector fully informed (eg website, e-bulletins)

Argyll and Bute Third Sector Partnership. A unique Partnership for a Unique Area

<p>Local References VC1/3/4, FL4, OE4, ABC12a/b, ABC14</p>	<p>d. TSP core partners have a shared development plan and co-ordinated activities across Argyll and Bute e. The TSP represents the wider sector at strategic and local level in a manner which is clear and transparent. f. The TSP is a signatory to the Principles of Representation agreed between all CPP partners</p>
<p>2. The Partnership will work to ensure that support is coordinated with the Council, stakeholders, partners and other providers, based on need, delivered in a timely manner and to a recognised quality standard. Local References FL2/4/5, VC3/4/7</p>	<p>a. Actions taken avoid duplication and support best value across public and third sectors in delivery of services. b. All partners of TSP achieved EFQM C2E by March 2011 and uphold standards underpinned by the quality mark. c. Resources are utilised consistently and in line with best value principles.</p>
<p>Supporting and Developing a Strong Third Sector STRATEGIC FIT.FAB04a/b, FAB01g, NP07, Nat Stds Comm Engagement 2/3/4/6/7/8.Nat Outcomes 2/3/8/10/11/12/15</p>	
<p>3. The Partnership will work to upskill and empower communities and organisations enabling them to influence decisions which affect their lives. Local References FL1/2/4, VC4, ET05a, ABC12a/14</p>	<p>a. TSP demonstrates its ability to involve communities and their voices are heard. b. An increase in capacity building activity which directly impacts on an organisation's sustainability.</p>
<p>4. The Partnership will make support, training and advice available to all voluntary and community sector organisations across Argyll and Bute. Local References FL2/4/5</p>	<p>a. Where appropriate courses and workshops are accredited. b. Training needs are identified by TSP on annual basis linking where possible with CPP partners. c. Enquiries are dealt with promptly. d. Communities across our rural, remote and island areas have equality of opportunity to access support provision.</p>
<p>Volunteering Development STRATEGIC FIT FAB04a/b, FAB01c, NP07, Nat Stds Comm Engagement 2/3/4/5/6/7/8/10 Nat Outcomes 2/3/4/5/7/10/11/12</p>	
<p>5. The Partnership will provide recognised quality services to enable and support volunteers and volunteering development within our communities Local References FL2, VC1, OE4, ABC14</p>	<p>a. Contribution of volunteering is showcased through range of media and event participation. b. Volunteers are recognised, valued and respected in all aspects of work. c. The mutual benefits of volunteering are promoted d. The number of volunteers and the range of available opportunities are increased.</p>
<p>6. The Partnership will inform, advise and support volunteer</p>	<p>a. Volunteer involving organisations have their training needs assessed and supported by range of</p>

<p>involving organisations and their volunteers, adding value to the social economy within Argyll and Bute and enabling organisations to measure their social impact. Local References FL1/2/4/5, VC4, ET05a, ABC12a</p>	<p>training and support mechanisms</p> <ul style="list-style-type: none"> b. Voluntary and community organisations are compliant with all new regulations and legislation. c. The social impact of volunteering is monitored, recorded and information made available. d. Volunteering guidance and resources are accessible.
<p>Social Enterprise Development STRATEGIC FIT FAB04a/b, NP02 Nat Srds Community Engagement 2/3/4/5/7/8/9/10 Nat Outcomes 1/2/3/4/10/11/15</p>	
<p>7. The Partnership will ensure social enterprise organisations are well informed, and enabled to network at local and national level Local References FL2/4ET04a/b, ET06a, VC4ABC12a/14, linked HIE2</p>	<ul style="list-style-type: none"> a. Existing and emerging social enterprises participate in the Third Sector Fora and regional ABSEN meetings. b. A regular newsletter is produced informing social enterprises about current regional and national initiatives and sharing good practice. c. An annual conference is held to celebrate and share good practice and to raise the profile of successful social enterprises.
<p>8. The TSP will ensure social enterprise organisations are supported and offered training and advice to enable a growing and thriving social enterprise sector in Argyll and Bute. Local References FL1/2/3/5, ET05a, ET06a, ABC09a</p>	<ul style="list-style-type: none"> a. An annual audit of social enterprises is completed, including identification of training needs. Relevant courses are subsequently sourced. b. A system of signposting and/or peer support is provided to social enterprises in partnership with other agencies as appropriate. c. Good practice is shared from outwith Argyll and Bute to facilitate rural service delivery.. d. Public procurement opportunities are promoted. e. Schools are supported to incorporate social enterprise into their curriculum.

NOTE: Local Area Community Planning Groups are still maturing and local Area Plans are not all formalised so we are unable to reference by numeric although closely involved and contributing to the process in each area.

**Argyll and Bute Community Planning
Partnership****Management Committee
8 September 2010**

PUBLIC SECTOR EQUALITY DUTY

1. Summary

The UK Government's Equality Act 2010 includes a public sector equality duty which is designed to help public authorities promote equality and tackle discrimination. The Scottish Government can place further 'specific duties' on public authorities to enable better performance of the general duty.

The Scottish Government is co-ordinating a consultation to seek the views of stakeholders and members of the public on:

- The list of Scottish public authorities to be made subject to the general duty
- The list of Scottish public authorities to be made subject to the specific duties
- The content of the specific duties, which are intended to enable the better performance of the general duty.

Argyll and Bute Council's draft response to the consultation is attached in Appendix 1.

2. Recommendations

It is recommended that the Management Committee:

- Approves the Council's response to the Public Sector Equality Duty consultation to be submitted to the Scottish Government
- Approves the proposed timescale for the development of corporate equality outcomes in line with the new legislation
- Identify opportunities for joint working with close liaison with the CPP Equalities Sub Group
- Continue to aim for equality in service design and delivery as a driver for improving services.

3. Detail

The UK Government's Equality Act 2010 is a major piece of legislation which simplifies, strengthens and where possible harmonises equality legislation into a single approach. As part of this change in legislation, a new 'general duty' has been introduced which will require public authorities to be active in promoting equality, eliminating unlawful conduct and fostering good relations.

The Scottish Government has developed proposals for the new specific duties based on the findings of a consultation undertaken between September 2009 and January 2010.

The proposals reflect the key findings that new specific duties should be proportionate, flexible, outcome focussed and operate within a public authority's existing systems and frameworks. The key elements of the new specific duties are:

- Publishing equality outcomes, based on evidence and involvement of equality groups and communities
- Reporting on 'mainstreaming', action to embed equality into day to day systems and practices
- Consideration of the impact of equality of policies and practices, informed by evidence
- Gathering and publishing employment data
- A Scottish Ministers' duty to set equality priorities and report on progress
- Publication duty, simplification of reporting using existing public performance reporting systems.

The Scottish Government do not require publication of an equality scheme, or to specify the documentation that public authorities must publish. However, there is a requirement to publish equality outcomes.

In order to aid transparency the Scottish Government will request that public authorities state in advance where they will publish their equality outcomes and report on progress.

4. Timescale for reviewing our scheme

It is the intention that the Council's Single Equality and Diversity Scheme will be reviewed by 1st April 2011 to take into account the new public sector duties in consultation with the Community Planning Partnership.

One aspect of the new duties involved developing a set of equality outcomes. The development of these outcomes will include involvement with equality groups and communities as well as communication with community planning partners and other local authorities with the possibility of looking at joint outcomes that are specific to Argyll and Bute.

The equality outcomes will be underpinned by success measures identified and approved by services that will be recorded through Pyramid. Reporting on the equality outcomes will be required no later than 2 years after the outcomes are published.

The development of our equality outcomes will tie in with the review of the Council's Corporate Plans.

Key dates for the development of our Equality objectives include:

- Chief Officer and Senior Officers Meeting – Nov/Dec 2010
- Strategic Management Team – Dec 2010
- CPP – Jan 2011
- Council Executive – Feb 2011

5 Conclusion

The Public Sector Duties that come into force on 1st April 2011 will help the Council to meet its legal duties and improve services for all members of the community. By publishing equality outcomes we will aim to deliver better outcomes for those who experience discrimination or a disadvantage.

Preparation work for the new legislation was considered by the Council when producing the Single Equality and Diversity Scheme in 2009.

The new duties will be supported by the current Single Equality and Diversity Scheme although services will be asked to review their equality measures in order for this to be monitored through Pyramid.

6. Implications

PERSONNEL	None
POLICY	None
FINANCIAL	None
EQUALITY	The new public sector equality duty will apply to any organisation carrying out public functions. Scottish Ministers have the power to place further 'specific duties' on public authorities.
LEGAL	None

For further information, please contact:

Jane Fowler
Head of Improvement and HR
Tel: 01546 604466

Response to the Public Sector Equality Duty Consultation Appendix 1

1. Do you agree with the proposed list of Scottish public authorities to be added to schedule 19 of the Equality Act 2010 and made subject to the general duty for all of their functions? If not, please tell us why you disagree and provide your suggestions for changes?

Yes – the list of proposed Scottish public authorities listed should be added to those that are made subject to the general duty.

2. Do you agree with the proposed list of Scottish public authorities to be covered by the specific duties? If not, please tell us why you disagree and provide your suggestions for changes.

The proposed list of Scottish public authorities to be covered by the specific duties again covers the main public bodies in Scotland and to that extent, we agree with the list.

3. Do you agree that a public authority should be required to publish equality outcomes which are informed by evidence, informed by the involvement of equality groups and communities, and informed by how the outcomes will assist the authority to meet the general duty? If you do not agree, please let us know why.

Yes – Equality Outcomes should be published by public authorities. It is important that these outcomes are informed by the involvement of equality groups and communities in order to ensure that they reflect the inequalities faced in the public authority area.

4. Do you agree that a public authority should be required to report on progress towards its equality outcomes no later than 2 years after the outcomes are published and at subsequent intervals of no more than 2 years?

A public authority reporting on progress towards its set equality outcomes on a 2 year basis is a sensible approach.

5. Do you agree that a public authority should be required to review its equality outcomes no later than 4 years after the outcomes are published and at subsequent levels of no more than 4 years?

Equality outcomes should be consistent with existing Council processes e.g. revision of Corporate Plans, Service Plans etc so reviewing equality outcomes no later than 4 years after the outcomes are published is welcomed.

6. Do you agree with the proposed duty that an authority must report on action taken to 'mainstream' equality, across all protected characteristics, into day to day systems and practices? If you do not agree, please let us know why.

Yes, the reporting on action to 'mainstream' equality should be embedded into the day to day systems and practices of a public authority e.g. performance management.

7. Please tell us your views on how we can build appropriate proportionality into the requirements around mainstreaming.

No specific comment.

8. Do you agree the first report on progress on the action taken to 'mainstream' equality should be in April 2012, with subsequent reports no later than every 2 years? If you do not agree, please let us know why.

No, a report on the action taken to 'mainstream' equality should be in April 2013 with subsequent reports due no later than every 2 years. This would result in a consistent reporting period of every 2 years.

9. Do you agree that a public authority should be required to consider the impact on equality of new policies and practices, including changes or redesign of policies, practices, services and provision; to use evidence to inform its impact assessment; and have regard to the outcome of the assessment? If you do not agree, please let us know why.

Yes, public authorities should be required to complete an Equality Impact Assessment on any new policy or function including any changes or redesign to policies, services and functions. Results of the completed assessments for the Council will be demonstrated through the results of self assessment through PSIF, Best Value 2, service reviews and internal and external audits.

10. Please tell us your views on how we can build appropriate proportionality into the requirements around impact assessment.

No specific comment.

11. Do you agree that a public authority with 150 or more full time staff should report on employment data starting from April 2012 and no later than every 2 years? Employment data are – the minority ethnic employment rate, the disability employment rate, the employment rates for women and men and the gender pay gap? If you do not agree, please let us know why.

Yes, public authorities with 150 or more full time staff should report on employment data. A potential scenario in Argyll and Bute is that with a low proportion of some equality groups, individuals could be identified. Therefore rather than publishing this data it would be available for any audits or inspections. The data is captured through the Council's performance management system.

12. Do you agree that a public authority with 150 or more full time staff should be required to publish an equal pay statement in April 2012 containing information on equal pay policy within the organisation and occupational segregation within

the organisation and should report on the statement no later than every 4 years? If you do not agree, please let us know why.

Yes a public authority with 150 or more full time staff should be required to publish an equal pay statement in April 2012 and report on the statement every 4 years.

13. Do you agree that Scottish Ministers should determine national equality priorities? If you do not agree, please let us know why.

Yes, it is important for leadership purposes that Scottish Ministers determine national equality priorities. However, it should be considered that the priorities set by Scottish Ministers may not be appropriate for all areas of Scotland, e.g. rural areas. As Argyll and Bute Council reviews its equality outcomes, consideration will be taken as to how these can link to the national priorities.

14. Do you agree that Scottish Ministers should publish their national equality priorities in June 2012 and report on them no later than December 2014? Subsequent priorities would then be set in June 2016 with a report in December 2018 and at 4 year intervals thereafter. If you do not agree, please let us know why.

In order to set clear priorities, there has to be a high level of engagement with the communities of Scotland. For that reason, it is appropriate that national equality priorities are published in June 2012 and reported on by December 2014. With subsequent priorities to be set every 4 years it demonstrates that Scottish Ministers will review their priorities taking into account all equality target groups.

15. Do you agree that a public authority should report on progress on the specific duties within its existing public performance reporting systems, and should be required to state in advance where it will report and its intended timescale? If you do not agree, please let us know why.

Yes, the majority of public authorities will have existing performance reporting systems; therefore, it is sensible that we continue with this system. It is logical to state in advance where the progress on specific duties will be reported and against what timescale.

16. Do you agree that a public authority should be required to state in advance where it will publish its equality outcomes? If you do not agree, please let us know why

Yes, public authorities should state in advance where it will publish its equality outcomes.

17. Do you agree that the proposed regulations for the specific duties set out a flexible, proportionate and outcome based approach? If you do not agree, please let us know why and tell us what changes you would make.

Yes, the proposed regulations for the specific duties set out a flexible, proportionate and outcome based approach. As each public authority will have

different stakeholder groups it is important that the regulations for the specific duties do follow a flexible approach.

18. Do you have any other comments on the proposed regulations?

No specific comment

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**Argyll and Bute Community Planning
Partnership**

Management Committee
[Date]



Citizens' Panel refresh

1. Summary

Since the last CPP Management Committee meeting, the refreshment of the membership of the Argyll and Bute's Citizens' Panel has been completed.

This paper presents proposals for future surveys, to be carried out in November / December 2010 and February / March 2011.

2. Recommendations

That the Management Committee:

- Notes that refreshment of the Citizens' Panel has been completed.
- Approve carrying out of a survey in November / December, as described below, focussing on Council services and budget issues
- Approve carrying out a separate survey in February / March, including the themes held over from last spring.

3. Panel refreshment

Hexagon Research and Consulting were asked to refresh a third of the Panel (approximately 400 people). To do this, they wrote to, and removed 449 panellists, who had not responded to the two most recent surveys. The recruitment phase then generated 432 new members. The refreshed panel now has 1,253 members.

The new Panel remains representative of the wider Argyll and Bute population by area and by a range of social and demographic characteristics.

4. Future surveys

It is proposed that questions from the Autumn 2009 survey be repeated in Autumn 2010. These relate to:

- Which factors respondents' consider to be important in making an area a good place to live, and which factors they think are most in need of improvement in their local area.
- The measurement of panellists' satisfaction with a range of universal Council services, and with the Council, more generally.

The results of three questions from the latter question set have been incorporated into the Council's Performance Management System (Pyramid), and are being used to monitor progress with the Council's Strategic Communications Strategy, the Council's PPR Strategy, and the Council's Corporate Plan. These relate to:

- Panellists' satisfaction with information on local area meetings
- The degree to which panellists think the Council provides value for money
- Panellists' satisfaction with the way the Council runs things.

Additionally, there has been a proposal that the next Citizens' Panel survey should

include questions relating to the Council's current budget consultation activities. These might relate to the budget options that are due to be developed in November or to the options for change that have come out of the Council's Service Reviews.

As previously agreed, there was no spring survey as partners had not proposed enough content to justify running a survey. The themes proposed for inclusion at that point were:

- Child protection
- Volunteering (AVA)

Since the spring, an additional theme has been suggested by Planning and Regulatory Services (Argyll and Bute Council) for inclusion in an upcoming survey. This would seek information from panellists about their experiences of, and problems with, bogus callers.

It is proposed that these themes, along with any others that Partners which to put forward, be held over until February / March, to be included in a separate survey.

Jane Fowler
Head of Improvement and HR, Argyll and Bute Council

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

**Argyll and Bute Community Planning
Partnership**

Management Committee
Date: 19th October 2010

argyll and bute
communityplanningpartnership



Title: Proposed Meeting Dates 2011

Full Partnership Proposed Dates:

23rd February 2011
29th June 2011
30th November 2011

Management Committee Proposed Dates:

2nd February 2011
6th April 2011
8th June 2011
7th September 2011
2nd November 2011
14th December 2011

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