



26 January 2011

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held by **VIDEO CONFERENCE** throughout Argyll and Bute **ON WEDNESDAY 2 FEBRUARY** at **10:00 AM**.

## **AGENDA**

- 1. WELCOME/APOLOGIES**
- 2. MINUTES OF PREVIOUS MANAGEMENT COMMITTEE HELD ON 15 DECEMBER 2010**(Pages 1 - 8)
  - (a) MATTERS ARISING
- 3. EXECUTIVE SUB GROUP UPDATE - JANE FOWLER**(Pages 9 - 12)
- 4. CPP RISK REGISTER REVIEW - JANE FOWLER**(Pages 13 - 26)
- 5. HUB INITIATIVE UPDATE REPORT - NICK ALLEN**(Pages 27 - 30)
- 6. LOW CARBON VEHICLE PROCUREMENT SCHEME - GORDON MUNRO**(Pages 31 - 34)
- 7. THEMATIC GROUP FEEDBACK**
  - (a) ENVIRONMENT (Pages 35 - 36)
  - (b) SOCIAL AFFAIRS - CLELAND SNEDDON (Pages 37 - 38)
  - (c) ECONOMY (Pages 39 - 40)
- 8. UPDATE REPORT ON LOCAL AREA COMMUNITY PLANNING GROUPS - SHIRLEY MACLEOD**(Pages 41 - 42)
- 9. SINGLE OUTCOME AGREEMENT - PERFORMANCE MANAGEMENT UPDATE - STEPHEN COLLIGAN**(Pages 43 - 46)
- 10. PSIF - CPP SELF ASSESSMENT - LYNDA THOMSON - DISCUSSION**
- 11. APPOINTMENT OF NEW CHAIR**

**12. 2011 MEETING DATES(Pages 47 - 50)**

**13. AOCB**

**14. DATE OF NEXT MEETING - 13TH APRIL 2011**

**MINUTES of MEETING of ARGYLL AND BUTE  
COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE  
15<sup>th</sup> DECEMBER 2010**

**From Various Locations by Video Conference**

**Present:**

Raymond Park	Strathclyde Police (Chair) – in Dunoon
Eileen Wilson	Argyll and Bute Council – in Dunoon
Shirley MacLeod	Argyll and Bute Council – in Dunoon
Bill Dundas	SEARS - in Oban
Derek Leslie	N.H.S. Highland – in Oban
Geoff Calvert	Strathclyde Fire and Rescue – in Helensburgh
Glenn Heritage	Third Sector Partnership/ AVA – in Kilmory
Sally Loudon	Argyll and Bute Council – in Kilmory
Lynda Thomson	Argyll and Bute Council – in Kilmory
Moria Weatherstone	Argyll and Bute Council – in Kilmory
Sue Gledhill	HIE – in Kilmory
Alison McGrory	NHS – in Kilmory

**In attendance:**

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

Moria Paton	N.H.S. Highland
Andrew Campbell	SNH
Peter Russell	Scottish Government
Keith Phillip	Strathclyde Police
David Penman	Strathclyde Fire and Rescue
Paul Connelly	Strathclyde Fire and Rescue
Jane Fowler	Argyll and Bute Council
Margaret Fyfe	Argyll and Bute Council
Douglas Cowan	HIE
Neil P Sturrock	Strathclyde Partnership for Transport
David Price	AVA
Jim Frame	SEPA

ITEM		ACTION
1.	<p><b>WELCOME</b></p> <p>Raymond park welcomed everyone to the first Management Committee meeting conducted via video conferencing facilities from various locations throughout Argyll and Bute and noted the apologies.</p>	

<p>2.</p>	<p><b>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 15 NOVEMBER 2010</b></p> <p>The minute of the previous meeting was agreed as a true reflection.</p> <p><b>MATTERS ARISING</b></p> <p>Ag Item 3 SOA Annual Report - on this agenda. Highlight and exception reporting now agreed at all Thematic and Local CPP groups. At present reviewing all CPP scorecards to ensure all outcomes and associated measures are linked to 'owners'.</p> <p>Ag Item 5 CPP Administrative Budget – on this agenda. Considering the best use of the surplus. No progress with ADP as Lurette Roberts has been unavailable.</p> <p>Ag Item 9 Constitution/Partnership Agreement. No progress since last Management Committee meeting, this item will be carried forward to a later meeting.</p> <p>Ag Item 13 Citizens Panel Autumn 2010 Survey. Questions to be carried out around three themes</p> <ul style="list-style-type: none"><li>● Your local area and what is important to you</li><li>● What things you think need improving</li><li>● How well you think Argyll and Bute council is doing including<ul style="list-style-type: none"><li>○ The options set out by the Council in its 'Difficult Choices for Difficult Times'</li><li>○ The options set out following the Council's service reviews</li></ul></li></ul> <p>Current suggestions for Feb 2011 survey</p> <ul style="list-style-type: none"><li>● The Voluntary sector</li><li>● Strathclyde Police</li><li>● Regulatory Services</li><li>● Child protection</li></ul>	
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3.	<p><b>EXECUTIVE SUB GROUP REPORT – JANE FOWLER - VERBAL</b></p> <p>Sally Loudon gave the update in the absence of Jane Fowler. There are three different strands being looked at by the group.</p> <ol style="list-style-type: none"> <li>1. Clyde Valley Report – workstream on Shared Services working</li> <li>2. Geographic – areas in which shared services can be piloted</li> <li>3. HNS Highland and Highland Council</li> </ol> <p>At present the feedback was very positive on sharing services There has also been progress on reviewing other areas of savings.</p> <p><b>Action Point: Management Committee agreed to move forward with the work being carried out by the Executive Sub Group. A further report will be brought to the February 2011 Management Committee meeting.</b></p>	Jane Fowler/ ESG
4.	<p><b>CPP ADMINISTRATIVE BUDGET REPORT – LYNDA THOMSON/EILEEN WILSON</b></p> <p>Lynda Thomson stated that there was a surplus in this year’s budget and proposed that it be carried forward into 2011/12 and not ask Partners for further contributions.</p> <p>After a discussion which considered how best to put the surplus to use to achieve the agreed community planning strategic, thematic and local outcomes, the Management Committee decided to carry the surplus forward and use it to develop shared services with Community Planning benefits.</p> <p>The Partners agreed to continue to make their contributions in 2011/12</p> <p><b>Action Point: Partnership to carry forward budget surplus and use to develop Community Planning Shared Services</b></p>	All
5.	<p><b>HUB INITIATIVE UPDATE REPORT – POSTPONED TO THE 2<sup>ND</sup> FEBRUARY 2011 – NICK ALLEN</b></p> <p>This item has been postponed and will now come to the Management Committee in February 2011.</p> <p><b>Action Point: On next MC agenda.</b></p>	Nick Allen

6	<p><b>REAP – MEMBERSHIP OF ARGYLL AND BUTE RENEWABLE ALLIANCE (ABRA) – AUDREY MARTIN – FOR INFORMATION</b></p> <p>This paper asked the Management Committee to note the proposed terms of reference for the Argyll and Bute Renewable Alliance as detailed in the attached paper.</p> <p><b>Action Point: Report noted by the MC.</b></p>	
7.	<p><b>CPP ERDF RINGFENCED BUDGET UPDATE REPORT – JAMES LAFFERTY/SHONA STRACHAN</b></p> <p>The Management Committee were asked to note the changes and the inclusion of Jura Passenger Ferry.</p> <p>Sally Loudon noted that not all members had received the paper and asked that it be re-circulated and brought back to the next Management Committee meeting for an update.</p> <p>Geoff Calvert noted that the HUBBUS project which had been previously submitted was on hold and felt that this was a project of value. He asked members to note that the community fire stations were able to be used by the community for meetings and other events.</p> <p><b>Action Points:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Re-circulate ERDF report.</b></li> <li>(ii) <b>HUBBUS - Contact European Team with regards to SF&amp;R offer of use of accommodation.</b></li> </ul>	<p><b>CPP Admin Eileen Wilson</b></p>
8.	<p><b>COMMUNITY ENGAGEMENT</b></p> <p>(a) ARGYLL VOLUNTARY ACTION – COMMUNITY ENGAGEMENT – GLENN HERITAGE</p> <p>Glenn presented the paper which was a brief overview of the work which had been carried out by AVA in reaching groups which would not normally have participated in public meetings. The results would be broken down into different geographical areas and would be cross referenced with results from other areas of work. This information will be made available to Local Area Community Planning Groups.</p> <p>The Management Committee noted the report</p> <p><b>Action Point: Glenn Heritage and Shirley MacLeod to continue work on cross referencing information in the report.</b></p>	<p><b>Glenn Heritage/ Shirley MacLeod</b></p>

	<p>(b) <b>COMMUNITY ENGAGEMENT – EILEEN WILSON</b>  The Management Committee are asked to note the progress made and agree a new strategy and development of a further action plan. A number of existing partnerships are being amalgamated into a new single group – Community Engagement Sub Group. This group will work on a further action plan and review the Community Engagement Strategy. It was noted that it is important to update actions and to note when they have been completed.  The Community Engagement Sub Group will first meet on the 22<sup>nd</sup> February 2011</p> <p><b>Action Point: Management Committee agreed to review strategy and to develop the further action plan.</b></p>	<b>Eileen Wilson</b>
9	<p><b>COMMUNITY PLANNING ACTION PLAN – EILEEN WILSON</b></p> <p>The Management Committee are asked to agree the development of a further Action Plan to incorporate actions needed to bring together Community Planning and the Single Outcome Agreement.</p> <p><b>Action Point: The Management Committee agreed the proposal.</b></p>	<b>Eileen Wilson</b>
10.	<p><b>PERFORMANCE MANAGEMENT UPDATE – STEPHEN COLLIGAN</b></p> <p>This report provides an update on progress made reviewing performance indicators in the SOA.  The Management Committee are asked to note that</p> <ul style="list-style-type: none"> <li>● Initial discussions have been held with Partners</li> <li>● Additional measures are being identified which will be incorporated into the SOA</li> <li>● A more detailed report will be presented to the Management Committee in February</li> </ul> <p>Stephen Colligan will liaise with NHS Performance Managers</p> <p>The Management Committee noted the report.</p> <p><b>Action Point: Stephen Colligan to prepare report for next Management Committee meeting.</b></p>	<b>Stephen Colligan</b>
11.	<p><b>ARGYLL AND BUTE COUNCIL BUDGET UPDATE – JANE FOWLER</b></p> <p>Sally Loudon gave the Management Committee an update on the Council's position regarding the budget. Argyll and Bute Council had been expecting a 2.6% reduction in the monies received from the</p>	

	<p>Scottish Government but had instead received a 4.9% reduction. This means that present calculations on savings have been underestimated and A&amp;B Council will have to make additional savings of £5.6 million.</p> <p>Two proposals were put before the Council last week which will allow the Council to make £3.6 million in savings in the Management and Operational side of the council.</p> <p>Further proposals are being consulted on. Partners are asked to participate in the consultation process, but note that the time frame is very short, ending on 31 December 2010.</p> <p>Significant work has already been carried out and this is the final stage with the completed report going to Council in February 2011.</p> <p>The Management Committee noted the report.</p> <p><b>Action Point: Partners to participate in consultation process.</b></p>	<p><b>Jane Fowler/ All</b></p>
12.	<p><b>THEMATIC GROUP UPDATE – THEME LEADS</b></p> <p>(a) ENVIRONMENT The Management Committee noted the report.</p> <p>(b) SOCIAL AFFAIRS The Management Committee noted the report.</p> <p>(c) ECONOMY Sue Gledhill presented the report and asked the Management Committee to note item 3.8 and that the Scorecards would reflect the work being done in time for the next Management Committee meeting.</p> <p>The Management Committee noted the report.</p> <p><b>Action Point: Agenda Item at next Management Committee meeting.</b></p>	<p><b>Sue Gledhill.</b></p>
13.	<p><b>LOCAL AREA COMMUNITY PLANNING GROUP FEEDBACK – SHIRLEY MACLEOD – ONE REPORT</b></p> <p>Shirley MacLeod asked the Management Committee to note the progress that local groups are making in taking forward their role in Community Engagement and delivering local outcomes. Local Plans will be signed off in March 2011 and an update will come to the Management Committee's April Meeting.</p> <p>The Management Committee noted the progress.</p>	



14.	<p><b>FORWARD TOGETHER – MARGARET FYFE</b></p> <p>Eileen Wilson presented the report and asked that the Management Committee note the content. A full report and presentation will come to the next Management Committee meeting</p> <p>The Management Committee noted the report.</p> <p><b>Action Point: Agenda item at next Management Committee meeting.</b></p>	<b>Margaret Fyfe.</b>
15.	<p><b>2011 MEETING DATES</b></p> <p>The proposed dates were accepted by those present and changes noted.</p> <p><b>Action Point: An updated list will be distributed in the New Year.</b></p>	<b>CPP Admin.</b>
16.	<p><b>AOCB</b></p> <p>Partners made comment on the success of the meeting via video conference and recommended that more meetings be carried out in this way as this would reduce travel time and costs for attendance at future meetings.</p> <p><b>Action Point: The Management Committee approved the use of video conferencing at future meetings.</b></p>	<b>CPP Admin.</b>
17.	<b>NEXT MEETING – 2<sup>nd</sup> FEBRUARY 2011</b>	

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 ARGYLL AND BUTE COUNCIL

 COMMUNITY PLANNING PARTNERSHIP  
 MANAGEMENT COMMITTEE

CHIEF EXECUTIVE'S UNIT

 2 FEBRUARY 2011
 

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**Executive Sub-Group Update**


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**1. OVERVIEW**

This report provides a further update on the Executive Sub-Group activities.

**2. RECOMMENDATIONS**

**2.1** That the CPP Management Committee notes the content of this report and the progress made by the CPP Executive Sub Group.

**2.2** That the CPP Management Committee notes the list of agreed options in section four and the next steps at Appendix one.

**3. BACKGROUND AND DETAIL**

**3.1** The CPP Management Committee considered the shared services paper that had been presented to the Convention of the Highlands and Islands on 25 October 2010. A full progress report is due at the next convention later this month. In relation to the national drive towards sharing services, the following outcomes were agreed at the convention:

- Scottish Government to work with members to identify and intervene where appropriate to breakdown barriers to shared working. **Scottish Government – Shared Services Division**
- Member organisations to look at where the real barriers to shared working lie and eliminate these. **NHS Orkney on behalf of NHS Orkney and Orkney Islands Council**
- Establish clarity around remit of the Public Services Commission and how that fits with shared service work in the Highlands and Islands. **Scottish Government – Public Services Reform Division**

**3.2** Locally, the CPP Executive Sub Group and the shared services group in the wider Highlands area have made progress in identifying key shared services options.

For the Argyll and Bute stream, the options identified for scoping are:

<b>Activity</b>	<b>Date for report</b>
Joint management in health and social work	February 2011.
Strategic transportation	Longer term
Landing of air assets and joint fire resources	February 2011
Joint waste management and recycling	February 2011
Joint cleaning, catering and janitorial contracts	February 2011

Joint contact centre services	Longer term
Joint asset management Joint Customer Service Points	February 2011
Joint training provision	Longer term

For the wider Highlands (and beyond) stream, , the options identified for scoping are:

Activity	Date for Report
Joint planning, policy and performance	
Joint management of specialist/advisory teams	
Integrated Resource Framework	
Joint waste management arrangements	
Joint out of hours services	
Joint support teams and improvement projects	
Joint fleet and logistics management	

Scoping reports on all of these will be considered at the next meeting of partners in February 2011.

- 3.3** Progress made locally in relation to joint communications and joint budget planning has included the sharing of budget consultation arrangements, the development of shared communications key messages in relation to the budget situation and the development of a joint communications strategy in line with the wider work of the CPP's community engagement sub group. In addition, partners have agreed to share budget planning and resource/asset mapping information in order to establish shared services opportunities and minimise, where possible, the adverse impacts of potential service cuts on each agency and ultimately on customers.
- 3.4** Whilst the work between partners in Argyll and Bute and the wider Highlands is underway, discussions have also been initiated with partners in other areas to ensure that every possible opportunity for sharing services is investigated. In particular, the council is keeping up to date with progress in relation to the Clyde Valley Review.
- 3.5** Whilst it is clear in Argyll and Bute that discussion is necessary in relation to any impact on jobs as a result of generating shared service savings, there have been concerns raised about the potential loss of jobs in the area as a result of some options. Whilst it is essential to try to stimulate the local economy, it is clear that some services can continue to be successfully delivered to users in this area from outwith this council's geographic boundary. This issue will require further discussion with partners as meaningful shared service savings are unlikely to be achieved unless more radical service changes are examined. Joint management of relatively low cost services or sharing expertise in policy or support services will not, in its own right, add real value in financial terms to the shared service process.

#### **4. CONCLUSION**

- 4.1** The Executive Sub-Group is progressing in a positive direction on shared services and work is ongoing to ensure that the most suitable options are taken forward. The focus is on a small number of sensible options with high potential impact and savings

rather than a large number of options with low impact and savings. The link to other transformation projects, such as the council's service reviews and modernisation programme will be essential in ensuring that the shared services work complements and supports the Argyll and Bute CPP partners' vision. The Council will be reviewing its support service functions in 2011/12. It is essential that discussions on sharing support services to be carried out in line with this. A further Executive Sub-Group update on shared services activities will be provided in due course.

For further information contact:

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Argyll and Bute Council

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## CPP risk register – review January 2011

The risks described below are the risks and assessed level of risk for the CPP. These were originally based on those in the SOA, but have been updated to reflect changed circumstances since the SOA was agreed. The right hand column in the table details recommended changes to the assessment based on changes since the last review in March 2010.

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

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R01	Impact of recession on funding for public services	The effects of the national financial situation reduce funding available for public services leading to cuts in services and increased risk on other factors as resources are stretched to meet demand	All	Likelihood assessed as Almost certain (5) because of reduction in funding allocation to public sector bodies  Impact assessed as Major (4) because significant cuts in funding will impact on public services	High	Partners are reviewing budgets and service provision. Public sector partners now meet on a regular basis to maintain a joint view of future prospects and possible plans.	No change

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R02	Lack of suitable employment and housing	Lack of suitable employment and housing within local communities requires people to work at a distance from their home.	2, 10	<p>Likelihood assessed as Possible (3)</p> <p>Impact assessed as Moderate (3)</p> <p>This is a recognised issue - especially where service providers are serving smaller or more remote communities</p>	Medium	<p>Local housing strategy agreed with housing associations.</p> <p>Economic Development Action Plan agreed by Council with significant input from CPP partners.</p>	Change likelihood to Almost certain (4) as impact of public sector cuts has disproportionate impact on employment in Argyll and Bute due to high dependence on public sector employment
CPP-R03	Violence against people providing services	Violence and anti-social behaviour against personnel undertaking duties within the community	9, 11	<p>Likelihood assessed as Unlikely (2) because of low incidence of violence</p> <p>Impact assessed as Minor (2) because of low levels of violent crime</p>	Low	Partners undertake risk assessments or have policies in place for staff working in environments where they may be exposed to violence or anti-social behaviour	No change



Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R04	Impact of geography on outcomes for individuals	Geography of islands and remote mainland with dispersed population creates difficulty for people to access all emergency service provision and emergency health and social care response with possibility of more severe outcomes than would be expected in other areas	9, 10, 15	Likelihood assessed as Likely (4)  Impact assessed as Moderate (3) because of impact on people located at greater distances or in more remote locations from main service centres	Medium	Service planning and review activities take into account changes in technology and approaches to service delivery to reduce adverse impacts	No change
CPP-R05	Environmental pollution/contamination	Pollution and contamination of the environment as a result of dealing with operational incidents in an effort to save life or saveable property	12	Likelihood assessed as Unlikely (2) because of the historic pattern of incidents  Impact assessed as Minor (2) because expected to be confined to a specific location	Low	Regular training and emergency planning exercises ensure first responders are able to minimise impact and reduce resources required for recovery.	No change
CPP-R06	Increase in drugs misuse	Potential increase in drugs misuse due to economic climate	8, 9, 11	Likelihood assessed as Possible (3)  Impact assessed as Moderate (3) because of possible impact on individuals	Medium	The Community Safety Partnership and the Alcohol and Drug Partnership have a detailed action plan to address this topic	No change

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R07	Lack of investment in transport infrastructure	Key schemes unable to progress due to insufficient investment in transport infrastructure	1, 2, 10, 11	<p>Likelihood assessed as Likely (4) because of investment backlog and expected future financial pressures keeping investment at similar levels to current</p> <p>Impact assessed as Moderate (3) because of economic and service impact</p>	Medium	Capital investment programme prioritised to minimise impact	No change
CPP-R08	Economic downturn – impact on regeneration projects	Economic downturn draws investment away from rural areas; potential impact on CHORD town centre regeneration	1, 2, 10, 12	<p>Likelihood assessed as Almost certain (5) because of the current economic situation in the UK and globally</p> <p>Impact assessed as Major (4) because of high reliance of waterfront regeneration projects on external investment</p>	High	Economic Development Action Plan complement detailed programme management of the CHORD projects	No change

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R09	Shortage of affordable housing – limiting economic investment	Shortages of good quality, affordable housing preventing economic investment in rural areas	1, 2, 7, 10, 11	<p>Likelihood assessed as Likely (4) because of expected cuts in investment in social housing in Argyll and Bute by the Government</p> <p>Impact assessed as Moderate (3) because the ability to find a house is a continuing issue for people wanting to work in Argyll and Bute</p>	Medium	Local housing strategy agreed with housing associations to guide and prioritise future investment	No change

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R10	Economic, community and environmental benefits of renewables are not realised	Argyll and Bute has a significant (in UK and European terms) potential as a location to generate renewable energy. Lack of investment in generating capacity and the supporting infrastructure will have economic impacts as will the failure to realise community benefits. Investment in renewables needs to be managed sensitively to protect environmental assets and other sectors of the economy dependent on the environment (e.g. tourism)	1, 2, 12, 14	<p>Likelihood assessed as Unlikely (2) because of the significant commitment to invest in Campbeltown and the large interest in development of new renewables onshore and offshore. Concern still apparent relating to supporting infrastructure including grid capacity.</p> <p>Impact assessed as Moderate (3) because of significant potential benefits of renewables to support local communities and the economy more generally</p>	Medium	Renewable Energy Strategy is being prepared to focus future action within Argyll and Bute and to present the needs and potential of the area nationally	Increase likelihood of risk to possible (3) as a result of Skykon going into administration

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R11	Decline of remote and island communities	Continued decline of remote and island communities due to low or no economic growth and demographic change	2, 10, 11	<p>Likelihood assessed as Likely (4) because of projected population trends</p> <p>Impact assessed as Moderate (3) because of impact on objectives for remote and fragile communities</p>	Medium	Local housing strategy and economic development action plan are important drivers to focus action by partners to support these communities. Local Area Community Planning Groups are also considering this issue.	No change
CPP-R12	Low net inward migration of people of working age	Poor career opportunities discouraging inward migration	2, 3	<p>Likelihood assessed as Possible (3) because of current economic conditions</p> <p>Impact assessed as Major (4) because of impact of poor career opportunities on sustainability of communities where economic growth is essential for their survival</p>	Medium	Current attention is focused on protecting employment opportunities locally.	No change

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R13	Continued net out migration of young people	Continued out migration due to lack of further education, higher education and training opportunities	3, 4	<p>Likelihood assessed as Possible (3) because of current migration trends and continued need/desire of most young people to access university education outside the area</p> <p>Impact assessed as Major (4) because loss of young people will impact on sustainability of rural communities</p>	Medium		No change
CPP-R14	Demographic changes impacting on service demand and resources	Demographic / societal changes which increase demand for services beyond existing / planned budget levels	6, 11, 15	<p>Likelihood assessed as Possible (3) because of projected population changes, moderated by the current review of service provision in key areas like elderly care</p> <p>Impact assessed as Major (4) because a higher proportion of the population living to an old age and more people living longer will increase demand on a range of services including, health, social care, housing and transport</p>	Medium	Health and a social care services are progressing through significant reviews to address these challenges.	No change

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R15	Changing Government policy impacting on service demand	Changes to Scottish Government policy which increase demand for services beyond existing / planned budget levels	6, 11, 15	Likelihood assessed as Likely (4)  Impact assessed as Moderate (3) because of changing financial position of Government and changes that are expected as the current position tightens	Medium	Regular contact maintained with Ministers, MSP and government officers	No change
CPP-R16	Lack of affordable housing - impact on families	Lack of affordable housing impacting on families in remote and rural areas and areas of urban deprivation, making it difficult for people to stay and/or settle in Argyll and Bute	6, 7, 8, 11	Likelihood assessed as Likely (4) because of impact of economic downturn on construction sector and possible lower future investment in social  Impact assessed as Major (4) because of expected reduction in investment in social housing in Argyll and Bute by the Government (down from £22M to £11M for 2009/10)	High	Local housing strategy agreed with housing associations to guide and prioritise future investment	No change

Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R17	Reduced attractiveness of Argyll and Bute for investors	Argyll and Bute is not seen as an attractive place to relocate to because of reduced investment in facilities and services for public and businesses	10, 11, 15	<p>Likelihood assessed as Unlikely (2) because possible change from current position is low</p> <p>Impact assessed as Minor (2) because of difficulty attracting investors, but this has been the case for many years and so impact less (concern is more about lost potential)</p>	Low	Economic Development Action Plan considers ways to promote Argyll and Bute as a distinct area.	No change
CPP-R18	Delay to redesign of services for older people and impact on delayed discharges	Joint redesign of older peoples' services with the re-provision of NHS continuing care resources into the community (i.e. closure of NHS beds). Risk that lack of public and political acceptance of the solution will delay or prevent changes with consequent impact on delayed discharges.	6, 7, 10, 11, 15	<p>Likelihood assessed as Likely (4) because of public and political sensitivities to this as a topic</p> <p>Impact assessed as Moderate (3) because of possible public reaction to proposals and financial impact if change is delayed</p>	Medium	Service redesign process managed using rigorous project management processes to ensure proper planning and implementation, including actions to address identified risks	No change



Ref	Risk name	Risk description	National outcome links	Risk assessment	Risk rating	Mitigating action	Recommended changes to assessment
CPP-R19	Delay to redesign of mental health services	Mental health service redesign with re-provision of services into localities and community services – risk that lack of public and political acceptance of the solution will delay or prevent changes.	6, 7, 10, 11, 15	<p>Likelihood assessed as Likely (4) because of public and political sensitivities to this as a topic</p> <p>Impact assessed as Moderate (3) because of possible public reaction to proposals and financial impact if change is delayed</p>	Medium	Service redesign process managed using rigorous project management processes to ensure proper planning and implementation, including actions to address identified risks	No change

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

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

### **Likelihood**

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

### **Impact**

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

**Overall assessment**

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

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**ARGYLL & BUTE COUNCIL**

**CPP MANAGEMENT  
COMMITTEE**

**CUSTOMER SERVICES**

**2<sup>nd</sup> FEBRUARY 2011**

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**THE HUB INITIATIVE – NORTHERN TERRITORY UPDATE**

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**1. SUMMARY**

The purpose of this report is to provide the Management Committee with an update on the development of the Northern hub Territory.

The Committee will recall from earlier reports that the Northern Territory comprises a geographical area containing Argyll and Bute Council, Western Isles Council, Highland Council, Moray Council, Aberdeenshire Council, Aberdeen Council, together with Orkney and Shetland Isles Council. It also includes the operating areas for NHS Highland, NHS Western Isles, NHS Grampian, NHS Orkney and NHS Shetland.

The Northern Territory is shown highlighted in yellow on Appendix 1.

**2. RECOMMENDATION**

- 2.1 The Management Committee notes that the Argyll and Bute Council and NHS Highland have agreed to become formal participants in the Northern hub Territory.
- 2.2 The Management Committee acknowledges that Alba Community Partnerships (comprising Miller Corporate Holdings and Cyril Sweett Investments) has been selected as the preferred private sector development partner and will now work with all the Territory participants to establish the Northern hub Company.
- 2.3 The Management Committee notes the potential for future alternative property procurement options that will become available through the Northern hub Company.

**3. BACKGROUND**

- 3.1 Of the five Territories planned by the Scottish Government the Northern hub will be the second to be fully commissioned. Argyll and Bute Council is one of eighteen public sector organisations to have signed a Memorandum of Understanding as a precursor to full sign-up. A full list of the participating organisations is also shown on appendix 1.

- 3.2 The national hub model is a procurement vehicle to support a long term programme of investment in community infrastructure across Scotland for local authorities, NHS Boards and other public sector bodies. The hub structure encompasses both private project finance and traditionally funded developments from public funds.
- 3.3 The participants in each of the hub Territories will sign a collective strategic partnering agreement and will enter into a formal partnership with a private sector development partner to create and operate a hub Company for a period of 20 years.
- 3.4 The purpose of a hub Company is to procure property more efficiently with improved delivery times while demonstrating increased value for money. The key objectives of a hub Company are threefold:-
1. To achieve an increase in local joint service working and integration between community planning partners across council areas, resulting in better outcomes at the point of service.
  2. To deliver a sustained programme of investment into local joint services, infrastructure and developments so that more services are provided locally through multi-disciplinary teams working from single sites.
  3. The achievement of a more efficient and sustainable procurement methodology for public sector bodies including NHS Boards, local authorities and wider community planning partners (e.g. police, fire and rescue, voluntary sector, etc).

#### **4. CONCLUSION**

- 4.1 The Northern Territory hub Co. is a new partnership vehicle set up to provide an alternative method of procuring and perhaps funding community infrastructure and buildings. Any of the Territory Participants can chose to use the hub Co. for specific projects as they deem appropriate or in the case of Health Boards as they are legally committed to do, over the next 20 years.

It will not be obligatory for Argyll and Bute Council to use the hub Co. but if the hub Co. can clearly establish its efficiency and cost competitiveness in delivering the initial tranche of projects put forward by some of the other participants then this vehicle may provide a useful addition to the public sector procurement options currently available.

Future individual projects generated by Argyll and Bute Council will continue to be progressed through existing revenue and capital planning arrangements based on a business case approval process. A decision

of whether to proceed with a project under the banner of the hub Co. would follow on from a robust options appraisals process.

## 6. IMPLICATIONS

<b>POLICY</b>	Corporate Plan/Asset Management Strat./Process for Change/SOA
<b>FINANCIAL</b>	Nominal shareholding stake
<b>PERSONNEL</b>	None
<b>EQUAL OPPORTUNITIES</b>	None
<b>LEGAL</b>	None

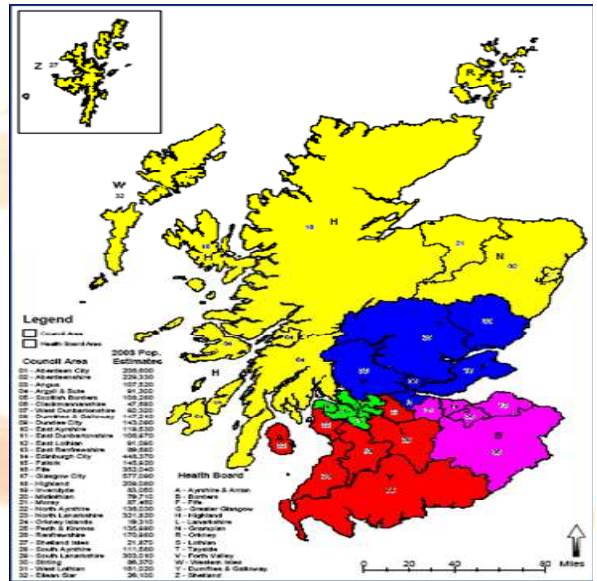
For further information please contact:-

**Nick Allan**  
**Strategic Asset Manager**  
Blairvadach House  
Rhu  
01436 658950

Appendix 1

Proposed hub Territories

- Lothian & Borders
- Lanarkshire, Ayrshire & D and G
- Greater Glasgow
- Fife, Forth Valley and Tayside.
- Argyll, Grampian, Highland & Islands



- Aberdeen City Council;
- Aberdeenshire Council;
- Argyll and Bute Council;
- Comhairle nan Eilean Siar;
- Grampian Fire and Rescue Service;
- Grampian Police;
- Highland Council;
- HIFRS;
- Moray Council;
- NHS Grampian;
- NHS Highland;
- NHS Orkney;
- NHS Shetland;
- NHS Western Isles;
- Northern Constabulary;
- Orkney Island Council;
- Shetland Islands Council.
- Scottish Ambulance Service



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**Argyll and Bute Community Planning  
Partnership**

**Management Committee  
Date: 13<sup>th</sup> January 2011**

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**communityplanningpartnership**



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**Title: Low Carbon Vehicle Procurement Support Scheme**

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**1. SUMMARY**

- 1.1** The Scottish Government launched the Low Carbon Vehicle Procurement Support scheme (LCVPS) in June 2010 as a means of encouraging the development and use of low carbon vehicle technology to help meet targets set out in the Climate Change (Scotland) Act 2009. As part of this promotion Transport Scotland has recently offered Argyll and Bute Community Planning Partnership a grant of up to £85,000 to provide subsidy for the purchase of Low Carbon Vehicles and their associated charging/refuelling infrastructure during the current financial year 2010-11.

**2. RECOMMENDATIONS**

- 2.1** Argyll and Bute Community Planning Partnership agrees to the terms and conditions contained within the offer letter and formally accepts the grant offer.

Each partner organisation should notify the Community Planning Manager by Friday 11<sup>th</sup> February of any proposed vehicle procurement to be considered using the scheme which will allow funds to be distributed accordingly.

**3. BACKGROUND**

- 3.1** A similar scheme, the Low Carbon Vehicle Public Procurement programme (LCVPP) has already been successfully implemented in England which resulted in around 200 low carbon vehicles being introduced to public sector organisations.

The LCVPS scheme provides public bodies with an opportunity to introduce and evaluate low carbon vehicles in a wide range of operating environments and to provide feedback to the Scottish Government on their use and suitability.

The Scheme does not allow for the retro fitting of vehicles and new vehicle orders must be made by 31<sup>st</sup> March 2011.

- 3.2** The grant is to be used to bridge the gap between the costs of an internal combustion engined vehicle and a low carbon alternative. The scheme is open to cars, vans and minibuses which must be powered either by electricity, biomethane, biodeisel, bioethanol, hydrogen or be a plug-in hybrid electric vehicle. The scheme does not include the procurement of petrol or diesel vehicles or hybrid engined passenger cars.

Feedback from other local authorities in Scotland has indicated that electric vehicles can be unreliable, expensive and don't have satisfactory ranges (less than 90 miles), making them more suited to urban environments.

Ashwoods, one of the main suppliers of hybrid commercial vehicles has quoted the price difference of a standard diesel van and a hybrid vehicle to be approximately £12,000. Argyll and Bute Council, along with a number of other Scottish local authorities, has successfully trialled this vehicle and is keen to replace the Council Officer's vehicle with a similar, smaller model. Further information on Ashwoods vehicles can be found on the website, [www.ashwoods.org](http://www.ashwoods.org)

- 3.3** Hybrid vehicles drive like standard diesel and petrol vehicles and have been proven to exceed the range of standard variants by 15 to 25% as well as reducing CO2 emissions by similar amounts. Plug-in charging is not required as the vehicle charges on-the-road through regenerative braking and, in the event of a system fault, the vehicle will revert to standard diesel giving no downtime.
- 3.4** Vehicles purchased can be badged accordingly to let the public and employees know that the vehicle is low carbon and that the organisation is making a positive contribution to reduce emissions.

#### **4. CONCLUSION**

- 4.1** The Low Carbon Vehicle Procurement Support Scheme is designed to accelerate the introduction of low carbon technologies onto the UK vehicle market by using the public sector as an exemplar model. Argyll and Bute Community Planning Partnership can use this scheme to introduce low carbon vehicles at no additional expense to conventionally powered vehicles and be seen to be taking a leading role in reducing road transport carbon emissions.

For further information contact:

Gordon Munro  
Fleet Management Officer  
Facility Services,  
Customer services,  
Argyll and Bute Council

Telephone 01546 604453

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**Argyll and Bute Community Planning  
Partnership**

**Management Committee  
Date: 02 February 2011**

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**Environment Thematic Group Update Report**

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The Environment Theme Group has not met since the last Management Committee meeting. However the Partners are continuing with their scrutiny of the Theme group measures with a view to refining them and making them more relevant to the performance reporting of the Community Plan.

The next Environment Theme group meeting will be on the 24th of February where amongst other business SNH will report on its re-organisation and its aims and objectives within Argyll and Bute.

For further information contact: Andrew Campbell, SNH

Telephone 01546 60

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**Argyll and Bute Community Planning  
Partnership**

**Management Committee**  
**Date: February 2010**

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**Social Affairs Thematic Group Update Report**

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**1. SUMMARY**

**1.1** This report summarises the continued progress made by the Social Affairs Thematic Group.

**2. RECOMMENDATIONS**

**2.1** That the Management Committee note the progress made by the Social Affairs Thematic Group.

**3. BACKGROUND**

**3.1** Over the past year the group has made progress in a number of areas including the development of performance scorecards, Community Plan priorities for 2009-13 and engaged with a number of external groups to raise and scrutinise social affairs within Argyll and Bute. The initial priority focussed in on finalising administrative arrangements culminating in the finalisation of the Partnership Agreement and mapping of partnership groups linking to the Thematic Group.

**3.2** The Social Affairs Thematic scorecard was further developed by the group to focus on outcomes, developing more relevant measure of performance, targets founded on solid baseline and benchmarking data to meet the group's aim – 'Argyll and Bute to be a place where people can be supported to lead healthy, safe, independent and fulfilling lives'.

**3.3** Performance measures agreed for the revised scorecard include; attainment – SQA examinations, % of older people receiving Care in the Community, % of children affected by disability receiving Community Based Support, anti social offences recorded, number of extracurricular sport opportunities for schools and more homes, less homelessness.

**3.4** Consideration was given to joint performance within Argyll and Bute, looking on an area by area basis at joint performance in relation to Delayed Discharges, Balance of Care for Older People,

Integrated Occupational Therapy Services, Integrated Learning Disability Service and Integrated Substance Misuse Services.

- 3.5** Simon Steer, Head of Community Care Integration – NHS Highland gave the group a very informative presentation on the Integrated Resource Framework (IRF) pilot for health and social care in November of last year. The IRF project is part of the Shifting the Balance of Care agenda and supports the Community Plan 2009-13 priority to plan our services based on local need.
- 3.6** Scrutiny of both the Renewable Energy Action Plan (REAP) and The Health Improvement Planning and Performance Action Group (HIPAG) highlight and exception reports contributed to the awareness and knowledge of social affair issues within Argyll & Bute and provided forums for discussion on such issues.
- 3.7** The priorities for the group going forward into 2011 will be:
- Improving the reporting and dissemination of progress from the linked partnership groups
  - Integration/ rationalisation of partnership groups
  - Improved scrutiny of partner performance
  - The promotion of joint working initiatives in pursuit of thematic group objectives

#### **4. CONCLUSION**

- 4.1** Further work is required to support the priorities as set out in the Community Plan 2009-13, however considerable progress has been made by the group with regard to setting out its key performance measures and addressing and scrutinising social affairs within Argyll and Bute.

#### **For further information contact:**

Cleland Sneddon  
Executive Director – Community Services  
Argyll and Bute Council

Tel: 01546 604112



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**Argyll and Bute Community Planning  
Partnership**

**Management Committee  
2 February 2011**

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**1. SUMMARY**

- 1.1** This report summarises the work planned by the Economy Thematic Group to implement actions in the Community Plan and develop a scorecard and work programme

**2. RECOMMENDATION**

- 2.1 That the Management Committee notes the planned actions

**3. BACKGROUND**

- 3.1** No meeting has been held since the December Management Committee. The next meeting of the Thematic Group will be held on 23 February when the plan for 2011 will be agreed.
- 3.2** A short life working group will meet on 25 January to review the current scorecard data and discuss any changes required to make the process more effective. They will present recommendations to the Thematic Group at the next meeting

**4. CONCLUSION**

- 4.1** The Economy Thematic Group continues to work towards developing and implementing the actions in the Community Plan. Concern about membership of the group and representation at meetings will be addressed during 2011.

For further information contact: Douglas Cowan  
[douglas.cowan@hient.co.uk](mailto:douglas.cowan@hient.co.uk)

Telephone 01546 605402

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**Argyll and Bute Community Planning Partnership****Management Committee**  
**Date: 2<sup>nd</sup> February 2011**argyll and bute  
**communityplanning**partnership

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**Title: Update Report on Local Area Community Planning Groups**

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**1. SUMMARY**

- 1.1** This report summarises progress which Local Area Community Planning Groups are making in taking forward their Action Plans and in developing effective Community Engagement, as they progress to becoming key partnership groups for areas to plan and monitor aims and objectives for local communities.

**2. RECOMMENDATIONS**

- 2.1** That the Management Committee note the progress which the Local Area Community Planning Groups are making.

**3. BACKGROUND**

- 3.1** Local Area Community Planning Groups have made good progress in establishing themselves, in focussing on regular meeting cycles, and on ensuring that all relevant partners attend meetings and events. The most recent round of meetings in January were generally well attended and generated good quality debate amongst partners about future direction and aims for the groups, and for the local communities they represent.
- 3.2** Work is continuing in all areas in identifying key local strategic partnerships who need to be aligned with the LACPG, and who are frequently the deliverers of key local outcomes contained in the developing LACPG plans. It is expected that this work will be significantly completed in time for a full report on linked local partnerships to be considered at the March round of LACPG meetings. Following this, the agreed process of Highlight and Exception reporting on key aims and outcomes will be introduced, giving the local groups the information they need to ensure that local priorities are, in fact, being progressed. It remains the case that as a result of the work in aligning partnerships there may be some rationalisation of these groups at local level.
- 3.3** Groups recently adopted the Consultation Diary as part of their community engagement work; limited responses have been received to date, but there is plenty of scope to build this as one method in taking effective community engagement work forward.
- 3.4** All of the Local Groups are working hard on finalising their Community Plans in light of recent consultation work, and in developing local scorecards which will allow for effective scrutiny of

local performance against agreed outcomes; this work will again be finalised for the March cycle of meetings, such that an agreed plan and associated Scorecard will be in place for implementation from 1<sup>st</sup> April.

- 3.5 A progress report on the work of the LACPG's, and the delivery of the agreed plan, for the current financial year, will be submitted to the March meeting cycle.
- 3.6 The January meetings all considered an item in regard to the developing Community Engagement Toolkit, which was extremely informative. Each group now has in place an agreed training date for late February, to which all LACPG partners and community groups will be invited. The feeling of the groups was that the opportunity for such training was invaluable, and a key step forward for groups in terms of developing their community engagement role.
- 3.7 Unfortunately, due to adverse weather and dangerous road conditions, the planned input of youngsters to the Bute and Cowal LACPG did not take place. This was envisaged as a pilot process, to be evaluated with a view to having such a meeting on an annual basis, and in each of the LACPG areas. The input from the young people will be re scheduled for later this year to accommodate both the ongoing work of the LACPG, and the educational commitments of the young people due to be involved in this process.

#### 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 key tasks outlined above will ensure that they complete tasks in relation to effective integration of partnerships and finalising Community Plans, and have in place robust performance management arrangements to ensure they can carry out their scrutiny role effectively from 1<sup>st</sup> April 2011. It is anticipated that an update on all of this work, together with agreed Local Community Plans and Scorecards, will be submitted for approval to the meeting of the Management Committee due to be held on 6<sup>th</sup> April 2011.

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

Telephone 01369 707130

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**Argyll and Bute Community Planning Partnership****Management Committee  
2 February 2011**

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**Single Outcome Agreement**

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**1 INTRODUCTION**

- 1.1 This report provides the Community Planning Partnership (CPP) with an update on the progress made on reviewing the performance indicators in the Single Outcome Agreement (SOA).
- 1.2 At the Management Committee held on 3<sup>rd</sup> November 2010, partners were asked to identify and provide the name of their performance lead person for the Council to liaise with. A paper was presented to the Management Committee in December 2010 and since then a meeting has taken place with representatives from Argyll and Bute CHP.

**2 RECOMMENDATION**

- 2.1 It is recommended that the Management Committee note :
1. Discussions with partners remain ongoing with regards to identifying related success measures
  2. partners have been asked to identify additional measures which can be linked as a related success measure into the SOA
  3. partners are asked to consider measures which can be included in the next SOA

**3 DETAIL**

- 3.1 The Council has held meetings with Highlands and Islands Enterprise, NHS Highland (Argyll and Bute CHP) and Strathclyde Fire and Rescue with a view to arranging meetings to review performance measures monitored by partners which could be incorporated into the current SOA and for inclusion in future SOA's.

A meeting was held with Douglas Cowan, Highlands and Islands Enterprise on Wednesday 1<sup>st</sup> December. The aim of the meeting was to demonstrate Pyramid, and to identify any additional measures monitored by HIE which

could be referenced into Pyramid as a related success measure for national outcomes. It is accepted that HIE monitor the performance indicators in their current Operating Plan although this will be reviewed for the forthcoming financial year. It is expected that the performance indicators in the Operating Plan 2011/12 will be linked to the National Outcomes set out by the Scottish Government and this can be linked to the SOA through Pyramid.

A meeting was arranged with Strathclyde Fire and Rescue for Thursday 2<sup>nd</sup> December to view their performance management system and to review any additional measures related to the national outcomes which should be recorded by the CPP. Presently, Strathclyde Fire and Rescue do not have any performance indicators in the SOA although it is acknowledged that data is available at a ward level which specifically relates to national outcomes. This has potential benefits for capturing data at a local community planning level.

Strathclyde Fire and Rescue will provide performance indicators which can be split down at ward level for possible inclusion in the SOA and Area Community Plans.

Argyll and Bute CHP have been contacted with regards to arranging a meeting. The exception reports that are produced for the CHP have been requested and these will be aggregated and then forwarded to the council.

Argyll and Bute CHP met with representatives from the Council in early January 2011. The focus of the meeting was to discuss the HEAT targets for 2011/12 and the development of NHS Highland's Local Delivery Plan which will help to reflect the contributions made by NHS Highland/Argyll and Bute CHP to the Argyll and Bute Single Outcome Agreement.

Argyll and Bute CHP have few additional success measures which can be incorporated into the SOA at this stage. However, it may be worth reviewing the HEAT standards.

The HEAT targets will change for the forthcoming financial year and this will be reflected in the Balanced Scorecard reports which Argyll and Bute CHP submit to NHS Highland.

Strathclyde Police have been contacted with regards to their key performance indicators and targets. Strathclyde Police are holding an internal workshop on 19<sup>th</sup> January at which the KPI's will be discussed for Strathclyde Police. A meeting will be held between Strathclyde Police and Argyll and Bute Council following the 19<sup>th</sup> January.

The Improvement Service has developed a Menu of Local Outcome

Indicators to focus on the most robust and relevant indicators for achieving local outcomes which we are considering using to further highlight the contributions in Argyll and Bute towards the national outcomes. The majority of indicators in the menu are reported annually which will impact on the quarterly reporting process currently used by the CPP. If the decision by the CPP Management Committee is to use the indicators in the Menu of Local Outcome Indicators, then perhaps we have to review the monitoring arrangements we have in place for the SOA.

#### **4 CONCLUSION**

- 4.1 Meetings have been held with some partners to establish whether there are additional performance indicators/success measures that are recorded that can be referenced into the SOA as related success measures that contribute towards performance against national outcomes. Partners have been asked to provide a list of success measures and data, if possible, following the meetings that have been held.

For further information please contact:

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

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**Argyll and Bute Community Planning Partnership  
Meeting Dates 2011**

<b>Full Partnership Meeting Dates:</b>	
DATE	VENUE
Wednesday 9 <sup>th</sup> March 2011	Council Chambers, Kilmory, Lochgilphead
Wednesday 29 <sup>th</sup> June 2011	Council Chambers, Kilmory, Lochgilphead
Wednesday 7 <sup>th</sup> December 2011	Council Chambers, Kilmory, Lochgilphead
<b>Contact:</b> Eileen Wilson <a href="mailto:eileen.wilson@argyll-bute.gov.uk">eileen.wilson@argyll-bute.gov.uk</a> 01436 658726 Jan Brown <a href="mailto:jan.brown@argyll-bute.gov.uk">jan.brown@argyll-bute.gov.uk</a> 01546 604437	

<b>Management Committee Meeting Dates:</b>	
DATE	VENUE
Wednesday 2 <sup>nd</sup> February 2011	VC Facilities available at: <ul style="list-style-type: none"> <li>• Lochgilphead ?</li> <li>• Oban ?</li> <li>• Dunoon/Rothesay?</li> <li>• Helensburgh?</li> </ul>
Wednesday 13 <sup>th</sup> April 2011	SNH Building Oban
Wednesday 15 <sup>th</sup> June 2011	SNH Building Lochgilphead
Wednesday 24 <sup>th</sup> August 2011	to be arranged
Wednesday 19 <sup>th</sup> October 2011	to be arranged
Wednesday 14 <sup>th</sup> December 2011	to be arranged
<b>Contact:</b> Eileen Wilson <a href="mailto:eileen.wilson@argyll-bute.gov.uk">eileen.wilson@argyll-bute.gov.uk</a> 01436 658726 Jan Brown <a href="mailto:jan.brown@argyll-bute.gov.uk">jan.brown@argyll-bute.gov.uk</a> 01546 604437	

<b>Local Area Community Planning Group Meeting Dates:</b>	
DATE	VENUE
<b>Mid Argyll, Kintyre and the Islands</b>	
Wednesday 12 <sup>th</sup> January 2011	Town Hall, Campbeltown
Wednesday 2 <sup>nd</sup> March 2011	Council Chambers, Lochgilphead (with VC)
Wednesday 11 <sup>th</sup> May 2011	Colonsay
Wednesday 7 <sup>th</sup> September 2011	Council Chambers, Lochgilphead (with VC)
Wednesday 2 <sup>nd</sup> November 2011	Town Hall, Campbeltown
<b>Contact:</b> Alison Younger <a href="mailto:Alison.younger@argyll-bute.gov.uk">Alison.younger@argyll-bute.gov.uk</a> 01546604558 Theresa McLetchie <a href="mailto:Theresa.mcletchie@argyll-bute.gov.uk">Theresa.mcletchie@argyll-bute.gov.uk</a> 01546 604511	
<b>Bute and Cowal</b>	
Tuesday 18 <sup>th</sup> January 2011	Eaglesham House, Rothesay
Tuesday 1 <sup>st</sup> March 2011	Castle House, Dunoon
Tuesday 17 <sup>th</sup> May 2011	Eaglesham House, Rothesay
Tuesday 6 <sup>th</sup> September 2011	Castle House, Dunoon
Tuesday 1 <sup>th</sup> November 2011	Eaglesham House, Rothesay
<b>Contact:</b>	

**Meeting Dates 2011**

Shirley Macleod <a href="mailto:Shirley.macleod@argyll-bute.gov.uk">Shirley.macleod@argyll-bute.gov.uk</a> 01369 707134	
Eilidh Fitzpatrick <a href="mailto:Eilidh.fitzpatrick@argyll-bute.gov.uk">Eilidh.fitzpatrick@argyll-bute.gov.uk</a> 01369 707135	
<b>Helensburgh</b>	
Tuesday 18 <sup>th</sup> January 2011	Victoria Halls, Helensburgh
Tuesday 15 <sup>th</sup> March 2011	Victoria Halls, Helensburgh
Tuesday 17 <sup>th</sup> May 2011	Victoria Halls, Helensburgh
Tuesday 20 <sup>th</sup> September 2011	Victoria Halls, Helensburgh
Tuesday 22 <sup>nd</sup> November 2011	Victoria Halls, Helensburgh
<b>Contact:</b>	
Shirley Macleod <a href="mailto:Shirley.macleod@argyll-bute.gov.uk">Shirley.macleod@argyll-bute.gov.uk</a> 01369 707134	
Belinda Hamilton <a href="mailto:Belinda.hamilton@argyll-bute.gov.uk">Belinda.hamilton@argyll-bute.gov.uk</a> 01436 658825	
<b>Oban</b>	
Wednesday 12 <sup>th</sup> January 2011	Corran Halls, Oban (No VC)
Wednesday 9 <sup>th</sup> March 2011	Corran Halls, Oban (No VC)
Wednesday 11 <sup>th</sup> May 2011	Corran Halls, Oban (No VC)
Wednesday 14 <sup>th</sup> September 2011	Corran Halls, Oban (No VC)
Wednesday 16 <sup>th</sup> November 2011	Corran Halls, Oban (No VC)
<b>Contact:</b>	
Ken MacDonald <a href="mailto:Kenneth.macdonald@argyll-bute.gov.uk">Kenneth.macdonald@argyll-bute.gov.uk</a> 01631 567902	
Fiona McCallum <a href="mailto:fiona.mccallum@argyll-bute.gov.uk">fiona.mccallum@argyll-bute.gov.uk</a> 01546	

Thematic Groups	
DATE	VENUE
<b>Environment:</b>	
Thursday 24 <sup>th</sup> February 2011	
Thursday 26 <sup>th</sup> May 2011	
Thursday 25 <sup>th</sup> August 2011	
Thursday 17 <sup>th</sup> November 2011	
Thursday 23 <sup>rd</sup> February 2012	
<b>Contact:</b>	
Alison Younger <a href="mailto:Alison.younger@argyll-bute.gov.uk">Alison.younger@argyll-bute.gov.uk</a> 01546604558	
Melisa Stewart <a href="mailto:Melissa.stewart@argyll-bute.gov.uk">Melissa.stewart@argyll-bute.gov.uk</a> 01546 604406	
<b>Economic:</b>	
Wednesday 23 <sup>rd</sup> February 2011	
Wednesday 25 <sup>th</sup> May 2011	
Wednesday 31 <sup>st</sup> August 2011	
Tuesday 29 <sup>th</sup> November 2011	
Wednesday 29 <sup>th</sup> February 2012	
<b>Contact:</b>	
Shirley Macleod <a href="mailto:Shirley.macleod@argyll-bute.gov.uk">Shirley.macleod@argyll-bute.gov.uk</a> 01369 707134	
Fiona McCallum <a href="mailto:Fiona.mccallum@argyll-bute.gov.uk">Fiona.mccallum@argyll-bute.gov.uk</a> 01546 604406	
<b>Social Affairs:</b>	

Meeting Dates 2011

Monday 14 <sup>th</sup> February 2011	
Monday 9 <sup>th</sup> May 2011	
Monday 22 <sup>nd</sup> August 2011	
Monday 7 <sup>th</sup> November 2011	
Monday 13 <sup>th</sup> February 2012	
<b>Contact:</b>	
<b>3<sup>rd</sup> Sector and Communities Sub Group:</b>	
Tuesday 22 <sup>nd</sup> February 2011	
Tuesday 10 <sup>th</sup> May 2011	
Tuesday 30 <sup>th</sup> August 2011	
Tuesday 15 <sup>th</sup> November 2011	
<b>Contact:</b>	
Eileen Wilson <a href="mailto:eileen.wilson@argyll-bute.gov.uk">eileen.wilson@argyll-bute.gov.uk</a> 01436 658726	

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