



6 April 2011

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held by **VIDEO CONFERENCE** on **WEDNESDAY, 13 APRIL 2011 at 10:00 AM.**

## **AGENDA**

- 1. WELCOME/APOLOGIES**
- 2. MINUTES OF PREVIOUS MANAGEMENT COMMITTEE HELD ON 2 FEBRUARY 2011**(Pages 1 - 6)
  - (a) MATTERS ARISING - EILEEN WILSON
- 3. CPP SELF ASSESSMENT - LYNDA THOMSON - TO FOLLOW**
- 4. TSP - ANNUAL REPORT - GLENN HERITAGE**(Pages 7 - 30)
- 5. THIRD SECTOR PARTNERSHIP AGREEMENT - GLENN HERITAGE**(Pages 31 - 44)
- 6. FUTURE OF POLICING IN SCOTLAND - JANE FOWLER - TO FOLLOW**
- 7. FUTURE OF FIRE AND RESCUE SERVICES IN SCOTLAND - JANE FOWLER - TO FOLLOW**
- 8. CITIZENS' PANEL REPORT - JANE FOWLER**(Pages 45 - 48)
- 9. CPP ECONOMIC AUDIT (UPDATE) - EILEEN WILSON**(Pages 49 - 52)
- 10. THEMATIC GROUP FEEDBACK - THEME LEADS**
  - (a) ENVIRONMENT (Andrew Campbell) (Pages 53 - 54)
  - (b) SOCIAL AFFAIRS (Cleland Sneddon) (Pages 55 - 56)
  - (c) ECONOMY - (Douglas Cowan) (Pages 57 - 58)
  - (d) 3rd SECTOR AND COMMUNITIES CPP SUB - GROUP - Margaret Fyfe) (Pages 59 - 60)

- 11. LOCAL AREA COMMUNITY PLANNING GROUP FEEDBACK - ONE REPORT - SHIRLEY MACLEOD(Pages 61 - 62)**
- 12. CPP SCORECARD - EILEEN WILSON**
- 13. CPP CONFERENCE 2011 - PROGRESS REPORT - EILEEN WILSON(Pages 63 - 64)**
- 14. 2011 MEETING DATES(Pages 65 - 68)**
- 15. AOCB**
- 16. DATE OF NEXT MEETING : 15 JUNE 2011**

**MINUTES of MEETING of ARGYLL AND BUTE  
COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE  
2<sup>nd</sup> February 2011**

**From Various Locations by Video Conference**

**Present:**

Raymond Park	Strathclyde Police (Chair) – in Dunoon
Ian Murray	Strathclyde Police – in Dunoon
Eileen Wilson	Argyll and Bute Council – in Dunoon
Moira Paton	NHS Highland – in Inverness
Derek Leslie	NHS Highland – in Kilmory
Jane Fowler	Argyll and Bute Council – in Kilmory
Lynda Thomson	Argyll and Bute Council – in Kilmory
Cleland Sneddon	Argyll and Bute Council – in Kilmory
Andrew Campbell	SNH – in Kilmory
Geoff Calvert	Strathclyde Fire and Rescue – in Helensburgh
Ken MacDonald	Argyll and Bute Council – in Oban
Eleanor MacKinnon	AVA and Third Sector – in Oban
Jonathan Price	Scottish Government – in Edinburgh

**In attendance:**

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

Neil Sturrock	SPT
Sally Loudon	Argyll and Bute Council
Shirley MacLeod	Argyll and Bute Council
Glenn Heritage	AVA – Eleanor MacKinnon in Glenn's place
Peter Russell	Scottish Government – replaced by Jonathan Price from 1 <sup>st</sup> February

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

<p>2.</p>	<p><b>MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 15 December 2010</b></p> <p>The minute of the previous meeting was agreed as a true reflection.</p> <p><b>MATTERS ARISING</b></p> <p>Item 7 – CPP ERDF/HUBBUS Paper was recirculated by admin. HUBBUS is on hold at the moment and Eileen Wilson reiterated the offer by SFR to use their facilities in remote and rural areas.</p> <p>Item 8b – 3<sup>rd</sup> Sector and Communities Sub Group – a report on the group remit/membership/ etc will be submitted to the Demonstration Project Board. A report will come to the next Management Committee 13 April 2011</p> <p>Item 14 – Will come back to the Management Committee in April as the report is currently circulating the Local Area groups for information.</p> <p>The Council thanked the Partners and the 3<sup>rd</sup> Sector groups for their help with the Forward Together Events.</p>	
<p>3.</p>	<p><b>EXECUTIVE SUB GROUP REPORT – JANE FOWLER</b></p> <p>Jane Fowler updated the Management Committee on the work being carried out at the moment particularly the approach to Shared Services across Highland and Island Partners and locally in Argyll and Bute.</p> <p>Paragraph 3.2 in the paper details areas of activity of the sub group foc in Argyll and Bute and the timeline for each action.</p> <p>There are three issues being looked at in the longer term with a wider area scoping paper being prepared in February.</p> <p>The Management Committee noted the report.</p>	
<p>4.</p>	<p><b>CPP RISK REGISTER REVIEW – JANE FOWLER</b></p> <p>Jane presented an updated report which moves toward a more strategic Community Plan.</p> <p>R10 – there was a discussion surrounding the issues in this risk particularly around economic, environment and tourist issues.</p> <p>R02 – change to reflect the significant reduction to social housing with a 50% reduction in funding this year and next.</p> <p>RO9 – it was noted that this risk is also likely to be influenced by reduction in funding for social housing.</p>	

	<p>R14 – amend to reflect the Council review and the Education Review which is underway at the moment.</p> <p>The Management Committee noted the report and recommended the changes to be made.</p> <p><b>Action Point: Jane Fowler to make the changes.</b></p>	<b>Jane Fowler</b>
5.	<p><b>HUB INITIATIVE UPDATE REPORT – NICK ALLEN</b></p> <p>The Management Committee noted that this is an ongoing project, with work still to be completed and will involve continued participation from all parties.</p> <p>A report will come back to the Management Committee when the work is complete.</p> <p>Cleland will pass the paper to the Housing and Communities Forum who have an interest in this.</p> <p><b>Action Point: Eileen Wilson to check with Nick Allen and report back to Cleland.</b></p>	<b>Eileen Wilson</b>
6	<p><b>LOW CARBON VEHICLE PROCUREMENT SCHEME – GORDON MUNRO</b></p> <p>Argyll and Bute CPP has a subsidy available to any partner organisation who wishes to purchase Low Carbon Vehicles. The Management Team were asked to agree the terms and conditions in the offer letter and formally accept the grant offer. The Management Committee agreed and formally accepted the offer</p> <p><b>Action Point: Eileen Wilson to collate application and process.</b></p> <p><b>Each Partner organisation to notify the CPP Manager by Friday 11<sup>th</sup> February of any proposed vehicle procurement.</b></p>	<b>Eileen Wilson</b>
7.	<p><b>THEMATIC GROUP FEEDBACK</b></p> <p>(a) ENVIRONMENT The Management Committee noted the report.</p> <p>(b) SOCIAL AFFAIRS</p>	

	<p>The Management Committee noted the report</p> <p>(c)ECONOMY The Management Committee noted the planned actions.</p> <p>The Management Committee discussed at length issues involving all groups. Issues include; access to the Pyramid scorecards, reporting framework, shared services and their effects on the groups, the effects of the recession on the Public and Private Sector and the forthcoming cuts.</p> <p>The Management Committee considered that these were issues affecting all partners and that a shared approach was necessary in the coming months.</p>	
8.	<p><b>UPDATE REPORT ON LOCAL AREA COMMUNITY PLANNING GROUPS – SHIRLEY MACLEOD</b></p> <p>Ken MacDonald gave the report in the absence of Shirley MacLeod and asked the Management Committee to note the progress made by all the groups.</p> <p>Eleanor MacKinnon AVA, felt that it was important that as many partners as possible attend the meetings. It was noted that due to time pressure some partners were unable to attend all meetings. There are clashes of dates with some of the LACPG meetings and these would be looked at.</p> <p><b>Action Point: Dates to be rearranged where possible to allow partners to attend more meetings.</b></p>	
9	<p><b>SINGLE OUTCOME AGREEMENT – PERFORMANCE MANAGEMENT UPDATE – STEPHEN COLLIGAN</b></p> <p>The Management Team are asked to note the ongoing discussions between partners, the identification of additional measures which can be linked as related measures and are asked to consider new measures for the next SOA.</p> <p>Moira Paton informed the Management Committee of the Local Delivery Plan which require having a draft within it for Mental Health. Derek Leslie noted that this would be developed with the Partnership with contributions from all. Moira will take advice from the Scottish Government.</p>	

10.	<p><b>PSIF – CPP SELF ASSESSMENT – LYNDA THOMSON</b></p> <p>Lynda Thomson led a discussion on the benefits of conducting a self assessment on the Partnership. It was agreed that we should move on with self assessment.</p> <p>An initial exercise will be conducted at the next Full partnership meeting on the 9<sup>th</sup> of March, followed by email and telephone consultation. The assessment would also be discussed at future local community planning meetings.</p> <p><b>Action point: The Management Committee approved taking forward the Self Assessment.</b></p>	Lynda Thomson
11.	<p><b>APPOINTMENT OF NEW CHAIR</b></p> <p>Eileen Wilson explained the background to the handing over of the Chairmanship of the Management Committee and asked that the Committee approve the handing over from Raymond Park Strathclyde Police, to Derek Leslie NHS CHP. The position of vice chair now passes to Strathclyde Fire and Rescue.</p> <p>Derek Leslie thanked Raymond for his work in Chairing the Management Committee and knew that he would give continued support to the work of the Management Committee</p> <p>The Management Committee approved the handover.</p>	
12.	<p><b>2011 MEETING DATES</b></p> <p>The proposed dates for this year's meeting were accepted with the exception of MAKI and Oban LACPG meeting on the 11<sup>th</sup> May and the Bute and Cowal and Helensburgh LACPG on the 17<sup>th</sup> May.</p> <p><b>Action Point: Dates for meeting to be changed.</b></p>	Shirley MacLeod/ Ken MacDonald
13.	<p><b>AOCB</b></p> <p>Lynda Thomson asked that a 24 page booklet 'A Guide to the Area for Argyll &amp; Bute' be passed to the Communications Team and be used in the coming months to promote Community Planning.</p> <p><b>Action Point: The Management Committee agreed to use the booklet to promote community planning and better Community Engagement.</b></p> <p>Eileen Wilson asked members to note the booklet available on Harnessing the Potential of the Third Sector and to take copies and</p>	Lynda Thomson

	<p>distribute to interested parties.</p> <p>Retirement of Geoff Calvert - Derek Leslie acknowledged the work carried out by Geoff Calvert SFR in supporting the Partnership and wished him well in his retirement. Geoff wished everyone well and hoped that the Partnership would continue to go from strength to strength.</p>	
14.	<b>DATE OF NEXT MEETING : 13<sup>th</sup> APRIL 2011</b>	

DRAFT





**THIRD SECTOR PARTNERSHIP  
ARGYLL AND BUTE**

**ANNUAL REPORT 2010 – 2011**

## Introduction

This Report covers the first year of operation of the full Third Sector Partnership for Argyll and Bute. Prior to March 2010 the Partnership (TSP) was between the two founder members, Argyll Voluntary Action and ABSEN. In March 2010 the remaining infrastructure organisations in Argyll and Bute, Islay & Jura CVS and Bute Community Links joined and agreement between the partners was accepted at the CPP Management Committee that same month.

During the period April 2010 – March 2011 the TSP has received funding from the Scottish Government totalling £289,000. There has also been some local funding support through the Fairer Argyll and Bute Fund enabling an extension of various activities.

The following report details the outputs and outcomes achieved over the year and indicates the future direction for the Partnership.

The following partners have contributed their information, outputs and outcomes within their headline remits as detailed below to this report and form the Third Sector Partnership.

Argyll and Bute Social Enterprise Network (ABSEN)

*Support and advice to social enterprise organisations across Argyll and Bute*

Bute Community Links (BCL)

*Support and advice to voluntary sector organisations based on the Isle of Bute*

Islay and Jura CVS (IJCVS)

*Support and advice to voluntary sector organisations based on Islay and Jura*

Argyll Voluntary Action (AVA)

*Support and advice to voluntary organisations on Argyll mainland and 20 inhabited islands; support and advice to volunteers and volunteer involving organisations, registration and matching volunteer opportunities and volunteers across Argyll and Bute.*

NB. Islay and Jura CVS has undergone significant changes in 2010. In preparation for a redistribution of funding and in anticipation of a reduced core income, the Board made the difficult decision to amalgamate the full time manager's post and the part time administrator's post. This new single post serves the Islay community (of approximately 3,500 residents), while Jura Development Trust have been commissioned to provide CVS services for Jura residents during 2010.

## Context

The Third Sector Partnership is the interface for Argyll and Bute which is an area approximately 10% of the land mass of Scotland with 22 remote inhabited islands. Providing services against this geography, exacerbated by a mainland with fragmented peninsulas and long travel distances is a constant challenge to our Partnership. Many of our communities are deprived of services and rely on a vibrant third sector for a range of support needs. Despite having six areas termed centres of population only two of these have a population of over 10,000 inhabitants, well below the accepted definition of a 'centre of population'. Argyll and Bute has a road infrastructure which is well below standards and is a challenge to upkeep and maintain in safe order. This adds to travel times and is a barrier for many residents – an example was a resident of Carradale who wished to attend a community engagement event in Lochgilphead. With no public transport available this lady hired a taxi to take her and another to return home; the total cost was £170.00.

Our ferries are the mainstay for contact with all our islands but with long journey times – four hours or more for some – and with the frequent cancellation or change in times when the weather is bad, not to mention the expense, yet another obstacle which needs to be overcome to ensure service delivery.

Video-conferencing is often cited as the answer and we use this method when available; this requires a reliance on our partners, Health, Argyll and Bute Council, SNH or one of the social housing associations. There is of course a cost attached, and dependent on the number of sites it is not uncommon to bear a charge of £250 - £350 per virtual meeting. It does, however, enable our very remote colleagues to keep involved and we have successfully adapted some practices to enable the delivery of training through a v-c link.

Argyll is a beautiful area, it's very challenging geography is also a natural asset. As a Partnership and interface we accept that our rural barriers are greater than most but trust that these obstacles are understood and the additional demand in terms of cost, resources and need for services are recognised and considered as we move toward this new phase of development.

Our actions and services are mapped against local and national indicators and reported regularly to our CPP using their preferred 'scorecard' and highlight and exception reporting. In this way we can evidence our impact against the Single Outcome Agreement for Argyll and Bute as well as other strategic targets.

## A Statistical overview of our activities

Activity	BCL	ABSEN	IJCVS	AVA
General enquiries (organisations)	881	41	422	5,192
General Enquiries (individuals/volunteers)	c50**	5	84	10,893
General Enquiries (social enterprises)	30	27	13	106
NEW Organisations registered	15	n/a see below	2	
Volunteers registered*	3	n/a	n/a	287
Volunteer opportunities and matches*	n/a	n/a	n/a	1,146
Organisations registered (as volunteer involving)*	n/a	n/a	n/a	79
Millenium Volunteers registered*	n/a	n/a	n/a	470
Organisations trained	15	15	18	93
Individuals trained	45	63	51	265
Enquiries – governance & legal, policies		40	90	2,670
Enquiries - funding	67%	20	110	2,960
Enquiries – training, CRBS, accredited support	30%	n/a	75	436
New groups start up	7	31	3	37
Resources produced and distributed	10	2	4	292
Community engagement events attended	c20	14	11	105
Support visits to groups	40	27	12	265
Attendance & representation at meetings	C50 - 100	22	23	516
Footfall/visitors to offices	1040	n/a	91	1,960
Website visitors	n/a	24,503	n/a	222,341
Newsletter/e-bulletin recipients	n/a	91	n/a	1,530

\*Numbers refer to additional registrations for this year only, not total number overall.

NB: BCL – these figures are not 100% accurate. During the last financial year BCL has gone through significant organisational upheaval following the sudden retirement and subsequent death of the Chairman followed by the almost immediate retirement due to failing ill health of the existing Chief Officer who had been in post for 26 years, the organisation was somewhat in a state of flux. In terms of reporting, as with finance figures, the figures are based on our own internal reporting which does not necessarily reflect the headings above for this year only. These figures have been estimated according to historical email information, the high level monitoring data we have, and are as close to accurate as possible. \*\* Not specifically recorded. Enquiries given as a % of overall enquiries.

NB IJCVS. Figures are not 100% accurate. During the office move and the organisational restructure was underway much of this information was lost. These figures have been estimated according to historical email information and as close to accurate as possible.

## SVA programme

In common with the majority of interfaces the Third Sector Partnership Argyll and Bute has participated on the SVA strands and below we give the results of the recently audited sampling fortnight.

Organisation	Total enquiries	Total hours supporting organisations and individuals	Annual equivalent Enquiries/hours
IJCVS	49 (none referred)	24	1225 / 600
BCL	59 (12 referred)	12	1475 / 300
AVA	2736 (50 referred)	537	68400 / 13425
ABSEN	5 (1 week only and new manager in post)	5	260 / 260

## Financial Expenditure – Core Budget

2010 – 2011

EXPENDITURE	BCL	AVA	IJCVS	ABSEN	TOTAL
Salaries, NI, Pensions	45,526	128,948	36,342	9,412	220,228
Premises, facilities	10,060	10,293	3,900	-	24,253
Operational costs	3,127	15,082	5,690	-	23,899
Travel, subsistence	3,000	7,820	1,200	1,344	13,364
Training delivery	6,500	73	6,200	2,690	15,463
Capital costs	3,500	1,557	390	n/a	5,447
<b>Total</b>	<b>71,713</b>	<b>163,773</b>	<b>53,722</b>	<b>13,446</b>	<b>302,654</b>



### Notes to Core Expenditure

**NB: IJCVS Salary includes elements of youth project worker to undertake pilot project and south Islay development post, some of which we are due to get back.**

**NNB: BCL costs are estimated at this stage as end year calculations are not completed and have been delayed due to long term illness of existing accountant. Fully accrued figures will be available in the fullness of time and in terms of above, the figures are based on collating from our own records which do not necessarily reflect the headings above for this year only. BCL has brought in £16,500 of earned income.**

**Both AVA and ABSEN support core activities through additional income as described within this document (matched funding). Figures above relate purely to expenditure of core grant, not total expenditure on core activities.**

## Specific Reports

### General Training

As indicated in the table denoting activities, each of the partner organisations has carried out its own core training reflecting the demands of its locality and of the wider sector. We have evidence from our Customer Feedback surveys and our evaluation sheets which are always monitored to ensure no opportunities for assessment, learning and improvement are overlooked; these demonstrate the following responses:

ABSEN	77% rated as very good to excellent service from a sample audit of 4
BCL	70% rated as very good to excellent service from a sample audit of 7
IJCVS	88% rated as very good to excellent service from a sample audit of 8
AVA	96% rated as very good to excellent service from a sample audit of 56

Whilst there remains room for development, partners believe we are working to a high standard and that the positive feedback received (see example letters) demonstrates the value placed on our support services. We consistently receive excellent feedback and the level of enquiries for training has risen year on year; as a result, we continue to strive to achieve additional funding to meet demand.

We have been encouraged by the funding of £17,000 made available from Argyll and Bute Council which has given an additionality to deliver further training courses over the winter of 2010/2011.

The Partnership members evaluate their actions and service delivery and although receiving very positive feedback are never complacent and seek to improve services through learning and sharing of resources.

Quote from ABSEN Finance for non-Financial Managers course 'brilliant; hit the nail right on the head'

From AVA outcomes training 'Learned so much – will really help our organisation'

Our experience working as a partnership to deliver on projects resulted initially in a training programme over the winter of 2009/2010 with AVA and ABSEN working together successfully to deliver an intensive training programme. This project concluded with a comprehensive and locally very well received training report and analysis. It is this learning which has helped to inform the current project with all four partners working together to deliver a range of training appropriate to their localities and to their respective geographic areas.

## Accredited Training & Accreditation Support

Argyll Voluntary Action continues to be the only partner with the ability to deliver accredited courses itself, currently holding Learndirect Centre status and also able to deliver ASDAN accredited training courses. This enables a very wide range of availability and ensures we can tailor delivery to meet needs. The meeting of the criteria used by differing accreditation bodies underlines our own commitment to quality and to our achieving excellence in the services we deliver. We are currently in discussions with our colleagues in Community Planning to identify ways in which to align training provision and improve accessibility to the sector.

We also carry out a training needs analysis on a regular basis and the results are published in our annual training reports. Current evidence, whilst demonstrating a very real and pressing need also tells us that over 80% of voluntary organisations in Argyll and Bute have no dedicated training budget. Many also tell us that lack of time (as well as funds) is the main barrier to accessing training. This increases our role as infrastructure support to organisations and the need for our continuing ability to deliver training at low, or nil cost; if we are to be the architects of a quality driven and sustainable sector then we need to ensure that needs are met for those organisations working on the ground and frequently delivering services of substantial social value.

We cannot, therefore, overstate the importance and place that our core funding plays in supporting the sector. Without adequate funding we would be curtailed in our activities by the same constraints and the sector as a whole would be the poorer, and have a bleak outlook, as a result.

AVA also continues its work as an internal and external SVQ verifier, supporting Volunteer Development Scotland (and others) in the delivery of Investing in Volunteers and other accredited modules. AVA also has its own accredited EFQM assessor and thus is able to offer a level of support which is unique in this area. These strands are evidence of the commitment to quality of the Third Sector Partnership and its constituent partners.

“Additionally, BCL is preparing to undertake PQASSO training in the latter part of 2011. A number of small organisations particularly in our (Isle of Bute) smaller communities are keen to progress down the quality management path and PQASSO as an alternative to the more in depth EFQM is a good alternative to achieving a quality standard.”

ABSEN delivers training in partnership with other training providers, including Social Enterprise Academy, which is relevant and appropriate for its member organisations and designed to be accessible for any organisation considering becoming a social enterprise.

The cost of providing accredited training on Islay and Jura can be prohibitively high. Despite having a pool of highly skilled professionals on both islands, there is often difficulty finding local providers for specialist training and importing this incurs the additional burden of travel and subsistence costs. The strength of the partnership is evidenced best where any required skills are resourced from within the partnership itself.



## **CRBS Intermediary & Trusted Partner activity**

In addition AVA is the sole CRBS intermediary organisation for Argyll and Bute and therefore offers a unique (in this area) and vital service for the third sector. Enquiries within this context have risen sharply with the introduction of the PVG Act which has entailed a further emphasis on training and support as well as the intermediary support activities within themselves. This is a critical area for many local organisations requiring expert and responsive support to enable their continued function and appropriate support and development of volunteers as well as staff.

We have developed excellent working relationships with Disclosure Scotland/CRBS and were instrumental in bringing training to our remote area again responding to need and demand.

The services above are an essential component of the Third Sector Partnership to fulfil its remit and ability to offer the levels and style of support required at local level.

## **Millenium and Youth Volunteering**

This last year has seen an increase in activity in our work with young people, and in particular with Millenium Volunteering. The young people of Argyll have been enthusiastic enabling us to achieve 472 registrations all of whom are well on their way to their individual achievements, culminating in recognition either at their schools at the end of summer term or through our Volunteer of the Year Awards event, also in June. We are also making some headway with the few other schools who are not fully engaged (or their heads) who have been less willing to engage but are beginning to recognise the value of volunteering and how positively the volunteering experience can impact on young people.

Some of our past Millenium Volunteer young people have learnt much from their volunteering experience and have now gone on to further education or into employment – we are always heartened to see the positive outcomes achieved and to have been able to play our part in the development of a young person.

Our young people find their volunteering experiences valuable, and feedback is typified by the following comments:

‘I never realised how much I would enjoy helping out’ 2 young people assisting with Christmas dinner for older people lunch club

‘ This has given me confidence and I have learned a lot about my own community’ young girl in Campbeltown

‘ I like working with people and helping people and want to do some training to work in the community’ young volunteer from Helensburgh

## Organisational Support

All partners deliver support to a wide range of organisations and across an increasingly large number of topics. It has been imperative that partners themselves keep up to date and all members commit to the continuing professional development of themselves and their staff.

In total, the partnership has supported organisations with over 6,500 queries, concerns and a variety of dilemma or difficulties – many connected to funding problems or governance issues.

The topics this year have reflected uncertainty and difficulties in the economic situation but also evidence the gap between knowledge of many organisations and their abilities to ensure effective and compliant governance. With some still operating under archaic governing documents and a requirement for additional support around mergers, charity reorganisation and charity law we recognise that our ambitions for a sector where all organisations are functioning effectively and delivering quality services is still an aspiration but is also an element which drives our agenda for quality; setting an example by our own achievement of EFQM – for which all partners now have their validation dates and are using some influence to drive quality further up in priority ratings.

The need for bespoke support has grown over the last year alongside a growth in the overall number of enquiries; this type of support is time consuming and expensive to provide but a necessity if we are to truly support our sector. Once again, issues around governance and funding headline the difficulties which face many organisations.

Following advice secured from ABSEN the *Mull & Iona Community Trust* are developing a trading subsidiary to secure work and income streams outside of their charitable activities and will be opening a new £900,000 business centre on Mull in 2011. To achieve these outcomes it is imperative that the infrastructure organisations work one to one with organisations and deliver bespoke support appropriate to needs.

Our interventions and support have also enabled organisations to remain in operation (for example, Jigsaw in H&L) we have brought organisations together, mediated and facilitated a process of change (eg Ford Hall and Community project – see letter below).



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1 February 2011

Ms Glenn Heritage  
Argyll Voluntary Action  
21 High Street  
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Argyll  
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Dear Glenn

**Ford Village Hall Committee and Ford Community Project**

On behalf, particularly of the Village Hall Committee, I'd like to thank you so much for all the advice and guidance you have been able and willing to provide us with to date.

What the Committee anticipated could become an absolute nightmare you have now turned in to what we can now see as an achievable goal. Your willingness to guide us through the rest of the process we grasp with both hands and look forward to meeting you in the not too distant future.

We can't continue subjecting you just to Bill's attentions and sense of humour so we'll make sure he is accompanied at the next meeting!

Yours sincerely

A handwritten signature in black ink that reads "Philip Holt". Below the signature are three horizontal wavy lines.

Philip B J Holt  
Chairperson  
Ford Village Hall Committee

We are always delighted at the outcomes which also best serve our communities and the Ford dilemma was one such occasion. Mediating between two organisations initially diametrically opposed took effort and some time but has resulted in agreement and the preservation of an important resource in the shape of the village hall and recreation land for the community.

In a very different way, Ardrishaig Community Trust has an ambitious plan to work in partnership with British Waterways and Argyll & Bute Council to develop the waterfront. Working with ABSEN the committee have continued to press for this but have also initiated a number of smaller projects to maintain momentum and community buy-in. Help was sought and provided regarding a groundbreaking renewable initiative with a local estate to secure income for the Trust and the work continues.

Some of the achievements this year have been reflected to all partners in the positive responses given on evaluation sheets and that many organisations have been given a helping hand toward achieving sustainability – something that has become a much bigger issue in recent times. Comments reflecting the value of training and support include,

AVA ‘ I will certainly take the knowledge and notes to my next workers groups meeting and share. Well done.’ Funding workshop

AVA ‘Very relevant and able to discuss topics in detail – a great help’. Governance training.

AVA ‘Excellent delivery, good mix of action and listening’ Board skills development.

ABSEN “Very informative, extremely useful and a real eye opener’ Lochgilphead delegate.

ABSEN ‘Following the meeting the prospect of using ABSEN is very exciting’

From BCL, “without Bute Community Links’ support the organisation would have found the recent organisational changes extremely challenging, so a big “thank you” to them for the level of intense support they are giving us”

IJCVS host and line-manage the South Islay Growth at the Edge Community Account Management post. Without IJCVS’ support the project would not have been realised and the accrued benefits lost to the area. Although developing and delivering the project required intensive time and support, it now offers a much needed and sustainable service for the Kildalton and Oa communities which are home to some of Islay’s most vulnerable residents.

Finance: Income = £96,000 Expenditure = £75,000

The difference between income and expenditure shown is designated funds for work to be undertaken in 2011 for the youth project and a community bakery consultation.

## Social Enterprise development

There are a relatively small but growing number of social enterprises in Argyll and Bute and much scope for further development. Over the year a variety of groups have been supported by all partners and in particular, ABSEN has been instrumental in advising groups who are considering taking their first steps into forming a social enterprise with the aim of delivering services under contract to Argyll and Bute Council. This is an important development and heralds a potential new way of working for both the sector and for our partners in the public sector.

For many organisations becoming a social enterprise and embracing those principles is a new venture and the opportunity of taking on existing staff within a transfer agreement has brought its degree of enquiries around TUPE, redundancy and other employment and general HR issues. We are fortunate that two partners (BCL & AVA) have staff holding CIPD qualifications and are well placed to offer the advice and support required at this stage in their development. For some this involves a new start up being plunged into grappling with some challenging elements of employment law, including TUPE. ABSEN has recently run the first of a series of workshops (from ABSEN) designed specifically to cover this, with support from an appropriate firm of employers specialising in employment law and engaged through funding made available by Argyll and Bute Council. The Partnership can also offer generalist people management advice and support to organisations at every stage of their development.

Social Enterprise in Argyll & Bute is characterised by small organisations with few medium sized organisation. Many are emerging from traditional community groups and charities and new starts or 'conversions' make up 90% of enquiries. The most common request is from groups seeking to develop an enterprise approach to their work to generate sustainable income streams. Often this is seen as a governance and legal issue when in fact for many it is about developing an enterprise culture in an organisation, for staff and volunteers.

*Auchendrain Township Trust*, sought advice and support from ABSEN and accordingly have reshaped their strategy and secured Leader funding for new initiatives which will develop their own income streams for the future.

Similarly *Mid Argyll Swimming Pool* sought assistance and ABSEN secured assistance from HISEZ and an ABSEN Business Health Check which facilitated a complete review of income strategies. With the support of other organisations, including AVA, the Pool has secured new funding and is developing a new approach to trading.

ABSEN itself now has a new Manager, Bill Stewart, with an Argyll and Bute wide brief who will be taking the organisation forward and developing new initiatives.

## Volunteering

Our volunteering services and work continue to have an enormous impact on the communities, individuals and organisations across Argyll and Bute. Over **9,000** hours of volunteering activity have been achieved through Argyll Voluntary Actions activities alone and a further 11,000 through volunteer support ; connections have been made between young and old – indeed over 400 older people are now in touch with young people on a mentoring project with enormous benefits to quality of their lives. Older people are able to pass on skills and experience and to act a ‘mentor’ to young people whilst our younger volunteers bring energy and a lively diversion to the lives of older people. We have tracked and monitored people’s sense of wellbeing and been delighted with the outcomes. Many have reported feeling more confident, more in touch with their local community and valued through their volunteering experience.

With the help from additional funding we are also actively supporting 151 people with long term health conditions to volunteer and, through increased self-esteem and confidence a number have found they are better able to manage their conditions.

The recession has hit hard in Argyll and Bute, an economic landscape now affected further by swathing cuts across the public sector has led to uncertainty for many and stress for not only those who may have lost employment but also those affected by very recent changes in the benefits systems. We are at the early stages but are seeing more people having benefits cut and living on less than would have, at one time, been thought reasonable. This is both a concern and a support need in which volunteering and individual training can both play their part in ameliorating the worst effects of current changes. We accept that our services will be stretched particularly given the lack of employment opportunity and the access deprivation existing in our remote areas; efforts are therefore being made to increase the amount of external funding which can be brought into the area.

Quote from Emergency Services Co-ordinator, Bute and Cowal after Dunoon volunteers assisted at an event, ‘This was an example of the voluntary sector at its finest, working for the good of the community’

‘Volunteers from the Volunteer Centre organised dog-sitting for me while I was in hospital; they were a godsend.’ (DC)

‘Being new to a community is scary and can be lonely; volunteering has allowed me to meet people and make friends more quickly than I ever thought possible.’ (CM)

## Commitment to Equality and Inclusivity of Practice

The Partnership commits, individually and collectively to delivering services which are inclusive, barrier free and which are equitably available across Argyll and Bute. To achieve this there have been adjustments made to the future levels of distribution of our core funding and these will be implemented for 2011 within and in accord with all conditions as required by Scottish Government. Discussion around these adjustments has been a difficult

but necessary journey with each partner recognising the need to ensure that all islands and the remote rural mainland areas have the opportunity and access to services which are an integral part of our remit.

Organisationally, each partner organisation operates a robust Equality policy in its delivery of services and, in particular, works to ensure that all peoples have the opportunity to volunteer, associate and express their interests and commonalities through local voluntary sector organisations and community groups or through social enterprise organisations.

### **Representing and Linking communities, organisations and individuals throughout Argyll and Bute.**

Third Sector Partnership members are committed to striving to ensure that the sector has a voice at all levels and an involvement in service planning and delivery. In achieving this aim a network of third sector fora, originally set up through external funding brought in by Argyll Voluntary Action, now exists across Argyll and Bute; seven fora groups are in operation – a number which gives much greater access than the four locality areas of the local authority. Since late 2009 those on the mainland have been a conduit and communication channel for the sector and during 2010 linked more closely to the newly created local area community planning groups established by Argyll and Bute Council under the Community Planning umbrella. In 2011, groups were established respectively by Islay and Jura CVS and by Bute Community Links to serve their specific areas.

Members of the Third Sector Partnership sit at strategic and local level alongside public sector partners and representation includes, but is not exhaustive to, Community Planning Partnership, Community Health Partnership, all Local Area community Planning Groups, Social Affairs and Economy thematic Groups, Public Health Networks, LEADER Local Action Group (which TSP Chairs), GIRFEC, More Choices, More Chances strategic group, HIPPA, Adult Protection Committee, Change Fund strategic group, 3<sup>rd</sup> Sector & Communities, Area Development Groups.

As is shown in the table, over the last year representatives from the Partnership have attended well over 500 meetings to advance and represent the third sector in this area. There is, arguably, a plethora of strategic and partnership groups which results in a very high number of meetings – this is an issue which is raised at the Management Committee of Community Planning Partnership since it places an onerous demand on all partners and is expensive in costs to time, energy and personnel for the sector as a whole; it is hoped that further progress to rationalise some groups, a process recently introduced, will be made over the coming year – a direction which this Partnership would support.

Within these structures our third sector fora have an equal voice and partners are continuing to develop further their involvement and influence at local and area wide levels. Already recognised as a credible resource by our CPP partners we believe there remains scope for these fora to embrace a wider section of the sector and are working toward this aim.

A diagram is appended showing the links made and how this representation works.

## External and Complementary Funding

### a. Funding which complements SG funds (leverage)

Each of the partner organisations has a responsibility, and indeed is expected, to maximise the support from Scottish Government by achieving additional levels of funding through their own efforts. Over the years each partner has worked to ensure the maximum value from its core funding by matching and attracting external funds as well as endeavouring to provide other income streams. In this way we are able to supplement our services and increase the levels of service delivery than would otherwise be considered possible.

ABSEN and AVA have led the way in achieving matched funding. Over the last year AVA has achieved £255,000 from external sources. This has been utilised to expand and ensure an equitable delivery of volunteering support across the area and to enable the organisational support for the more remote and rural areas. We have also carried out a significant level of community engagement work and have supported our Community Planning partners with engagement with hard to reach groups and remote areas the outputs of which were incorporated within the local budget report.

ABSEN has taken a small amount of core Scottish Government funding (£13,446) and achieved a remarkable level of matched funding totalling £88,258; Despite the very harsh economic circumstances which prevail ABSEN has been supported through Carnegie Trust, LEADER, Argyll and Bute Council in addition to winning contracts and SLA's valued at £43,258 in its own right.

Bute Community Links – over the last year, despite not being successful in specific funding bids and a number of contracts/SLA's BCL has managed in bring in earned income of around £16.5k from Consulting activity over and above that which is delivered as part of the Core Service. This has mainly been in the specialist field of HR and Business Planning to small voluntary organisations and social enterprises. Whilst Bute were not successful in their attempts to host the newly appointed Local Development Officer for Bute, mainly due to size of operation and the uncertain funding landscape at the time, they were asked to provide support and line management assistance where necessary. Whilst it is difficult to quantify the difference that this will make over the next 2 years, there has been a significant amount of investment from HIE (c.£200k) mainly to be utilised by Bute Community Land Company, and BCL continue to work closely in partnership with this exciting and large, local Social Enterprise.

IJCVS has been successful in achieving funding of £54,000 to employ three youth project staff. Almost £20k of leverage has been secured to undertake community consultation and develop a robust business plan for a community owned bakery.

The support provided for creation of the South Islay Development Project will bring in excess of £55k to Islay. This service will in turn assist in generating enhanced leverage and services for the South Islay community



All partners fully recognise this principle and although not immune in any way from the harsh economic climate commit to those endeavours which bring additional support and initiatives into the area and fully utilise the core funds to achieve this.

We are however, very conscious of some of the real difficulties being highlighted with organisations governance structures and, if we are to forge ahead with our commitment to quality standards being evidenced across the wider sector acknowledge that there will need to hold a dialogue around how this is achieved. Not least, there requires to be public confidence in the voluntary sector and some of our intensive support requests and the withdrawal of funding from organisations where difficulties arise merely emphasises the need for concentration on this area of work. The Partnership would welcome further discussion with the Third Sector Division as well as our colleagues locally to support development in this area.

#### **b. External funding assisted into local 3<sup>rd</sup> sector**

Of equal importance and of social and economic benefit to the area have been the outcomes of our support to other organisations enabling them to attract funding which may well not have been possible without the support of the partnership.

It is always difficult to be completely precise but AVA's conservative estimate from feedback and links with organisations gives a figure of £1.2 million of additional external funding for this area being accessed by organisations receiving support and advice from AVA. Given the rising levels of funding enquiries AVA is taking steps to extend and build on the funding advice available, and to encourage organisations to develop new and sustainable funding streams from income generation. Argyll and Bute faces severe challenges in this respect given its relatively small population the proportions of which are rapidly shifting to the older age group. This results in a paucity of consumers and thus more imaginative ways must be developed to maximise income from a range of sources.

ABSEN is generally working with organisations who are seeking to review their income generation, and reorganise their activities. It is rewarding to see new start-up such as the Soroba House (Training ) Hotel, secure £3,000 start up from FirstPort which then unlocks a £20,000 package. Similarly Bute Community Land Company, who were assisted by ABSEN with start up support and finance in 2009 and subsequently progressed to secure a £1.4million land buy-out in 2010. It would be inaccurate to claim any responsibility for these results but indirectly ABSEN estimates that in 2010-11 over £2million of finance has been unlocked by organisations receiving assistance from ABSEN.

IJCVS host and line-manage the South Islay Growth at the Edge Community Account Management post. Without IJCVS' support the project would not have been realised and the accrued benefits lost to the area. Although developing and delivering the project

required intensive time and support, it now offers a much needed and sustainable service for the Kildalton and Oa communities which are home to some of Islay's most vulnerable residents.

Finance: Income = £96,000 Expenditure = £75,000

The difference between income and expenditure shown is designated funds for work to be undertaken in 2011 for the youth project and a community bakery consultation.

## **Organisational Indicators and Best Practice**

Each of the partners commits to improvement and development of the organisation, its staff and volunteers and the services which it delivers.

Over this last year initiatives and developments supporting this commitment have been very successful and resulted in our ability to meet rising demand despite a constraining economic landscape.

Argyll Voluntary Action has ensured that it has, amongst its staff a fully qualified SQA Internal Verifier, accredited EFQM assessor and four staff qualified to either D32/33 or A1 levels. All staff complete Train the Trainer courses and three are now ACIE qualified – again extending the range of services but also underpinning the commitment to quality. Staff and board hold memberships or qualifications across a number of professional bodies including CIPD, CMI and ILM. Four staff are qualified to deliver personal development training based on cognitive behavioural therapy principles and thereby well placed also to assist volunteers with sometimes challenging support needs – this underpins a commitment to equality and diversity practise in across all our services.

Organisationally the board of Trustees has been strengthened and is in the process of an improvement plan under the EFQM journey; this will lead to enhanced strategic ability and supports the future sustainability of the organisation.

Our funders and organisations with whom we have held contracts over the past year have all been positive and commended our services (letter attached)

Each partner has robust and frequently reviewed and updated policies and procedures which underpin best practice; in all cases we strive to go beyond that which is a mandatory requirement – another commitment which sits within the EFQM framework. Stakeholder involvement is important in refining and assessing our practices and opportunities for learning are shared with partners across the sectors to maximise value and benefit to our communities.

All members of the partnership commit to National Standards of Community Engagement recognising that their communities, their aspirations, needs and views are central to the way on which services are developed and resources produced to meet these demands and reflect local views.

In addition, we support the Argyll and Bute Single Outcome Agreement working with our many partners in Community Planning; in turn this is underpinned by the range of strategies appropriate to each partners across the sectors. We seek to strengthen those relationships and ensure that the third sector makes and is recognised for its valuable contributions to a range of indicators and outcomes.

The IJCVS has strengthened its board of Trustees over the last year bringing a range of skills and experience. This includes commercial enterprise skills, legal and education expertise and representation from two active community organisations. It is hoped a young person participating in the Islay and Jura Youth Project will be welcomed onto the board in the coming year.

### **Challenges; looking ahead**

We are existing in uncertain times and it is no secret that the Scottish Government one year settlement has impacted on our ability to identify ongoing additional funding past the 2011-2012 year end. However, our major challenges lie ahead and within the sector. As support (infrastructure) organisations although apolitical we cannot ignore political impacts both in Scotland and from the UK government. The signals indicate some major shifts may be required in the way we work and the wider sector will need to rise to these challenges and be supported, at local level, to do so. Local authority funding has through necessity reduced and we are seeing these impacts already – this trend is unlikely to reverse in the near future.

The standards required of the sector are, and should be, as rigorous as those demanded of public and private sector service providers. We acknowledge there is still room for development at this level and will be taking actions within our forward business planning.

For IJCVS the organisational restructure has posed a number of challenges. The new manager inherited a number of historic problems and with the development of two new projects resulted in reduced attendance at stakeholder meetings and fewer visits to groups. As the single worker is now responsible for all administrative activities, it was necessary to adjust the time allocated to direct service delivery which, unfortunately, has impacted on the organisations recent profile.

However it is important to stress this restructuring is complete and IJCVS is now able to provide a streamlined and focused service designed to deliver statutory requirements, whilst building on new opportunities throughout the coming year.

ABSEN activity was hampered this year by the reduction in working hours and then retirement of our existing Development Officer, Mike Geraghty, and a four month delay in securing a replacement of suitable calibre – Bill Stewart. This meant fewer newsletters were

circulated than planned and some activities were not completed on time. EFQM has been delayed in order that this can be completed with the new staff member in post.

Simultaneously there has been a dramatic increase in enquires brought about by

- a) greater awareness of the multiple benefits of social enterprise
- b) local authority and NHS officials wishing to work more closely with ABSEN as they prepare to outsource services.

Fortunately this increase in workload coincided with the Carnegie UK Trust and HIE confirming that ABSEN would be the lead partner in the Argyll & Bute Local Services Initiative (ABLSI). This provides additional support to existing or potential social enterprises seeking to secure contracts from Argyll & Bute Council, and to share good practice. In the ABSENCE of a key worker, ABSEN Directors attended key meetings to ensure this project is now moving forward a pace in 2011.

AVA has seen a change at the top; our long serving Chair, David Price has moved to pastures new and for the interim our new Chair is Margaret Jacobsen, already a board member and who brings a wealth of knowledge and expertise. From what could have been an obstacle we were fortunate in identifying four new board members each bringing skills and experience in different disciplines to the mix.

Our greatest challenge has been the completion of our Big Lottery funded project, People Plus which has supported many vulnerable people over the four years of its existence; we have identified some additional funding and work continues to secure funding which would allow at least elements of this work, for which we have received many plaudits, to continue.

The Partnership is proud of the work resulting in the development of the third sector fora across Argyll and Bute; these will require strengthening and building on the experience to cement the communications and input to strategic levels. Equally, we have improved our ability to influence the public agenda and demonstrated (through the community engagement work of AVA in influencing elements of the Council budgets) our efficacy and connection with communities – something which has been publicly acknowledged by our Community Planning partners.

We have made and taken some great strides forward; we recognise the need to build further and whilst appreciating the support from Scottish Government trust that this will continue and allow further development.

A robust, purposeful and well-resourced infrastructure can achieve enormous returns on investment and we can evidence those returns. With the tools to do our job, we can equip the wider sector with the tools, knowledge and indeed the resources to deliver their services and to support community life across Argyll and Bute.

ABSEN looks forward to expanding the services offered across Argyll & Bute by ensuring greater levels of cooperation with Third Sector Partners. The number of enquiries is set to



increase and we are making plans to meet this demand, with frontline enquiries being dealt with by ABSEN local reps and Partners on Islay, Bute and local AVA offices. Specialist support can then be offered from the ABSEN Development Manager.

Therefore, we look ahead in the knowledge that our journey will not be without obstacles and with some unknown elements; however, we represent a sector renowned for its ability to adapt and improvise and each organisations will undoubtedly introduce changes to enable a more sustainable approach to the future. This has been a year of learning; we now feel we have a partnership which can look ahead with commitment and conviction and plan for future services and delivery.

Our hope is that a future Scottish Government will recognise the strength and potential of our sector and play its part in enabling a confident and capable third sector which has the ability to continue to add social and economic value through supporting growth in all its many facets within our communities.

For ABSEN

James Hilder, Chair

For AVA

Glenn Heritage, CEO

For Bute Community Links

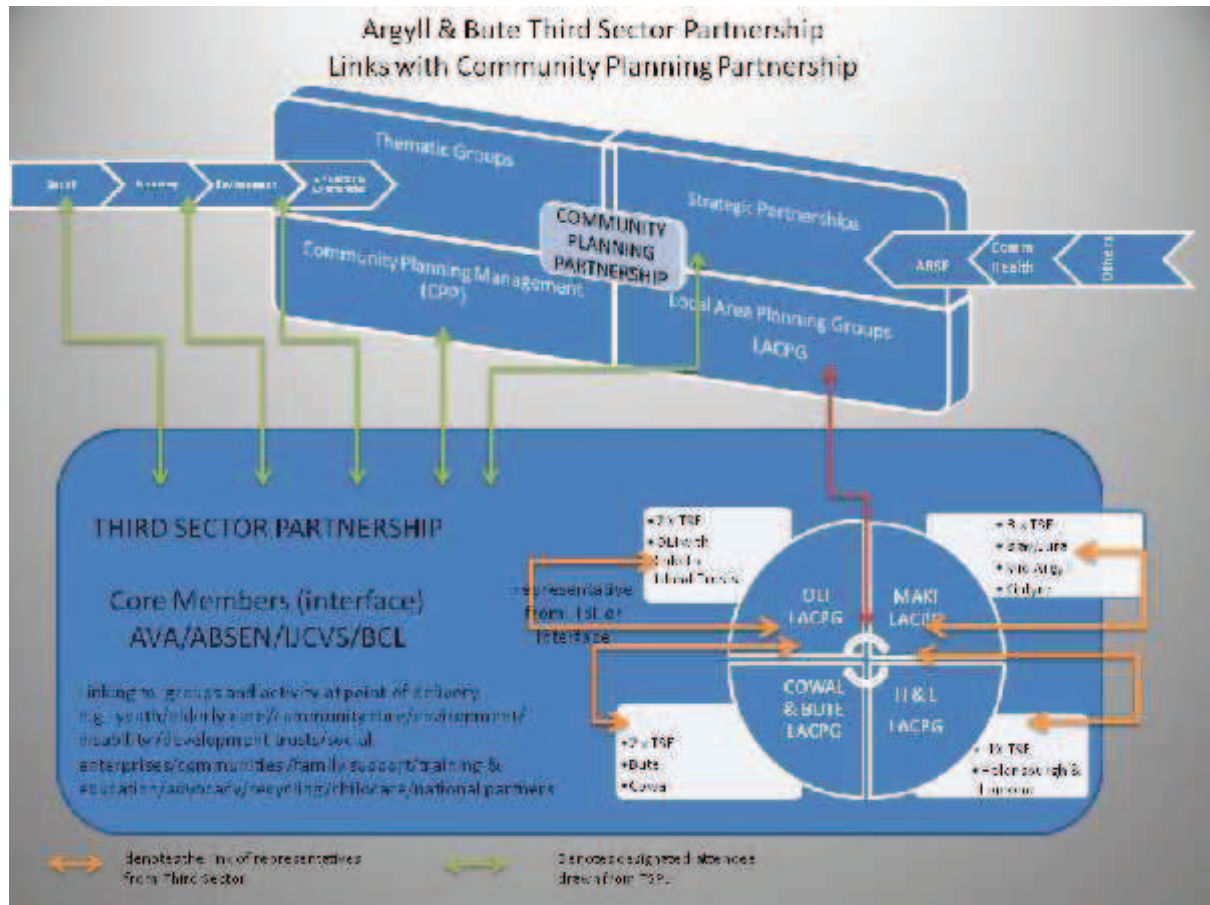
Janet Skillin, CEO

For Islay & Jura CVS

Lesley Anderson, Manager

23<sup>rd</sup> March 2010

### How We Link to our Community Planning Partners



16-18 Chapel Street, Glasgow G1 1 8AT  
t 0845 851 50 10 e [enquiries@digitaloutreach.org.uk](mailto:enquiries@digitaloutreach.org.uk)  
[www.digitaloutreach.org.uk](http://www.digitaloutreach.org.uk)

... digital  
outreach  
Bringing clarity to the digital world

Eleanor MacKinnon  
Argyll Voluntary Action  
21 High Street  
Oban  
PA34 4BG

22 November 2010

Dear Eleanor,

I would personally like to say a huge thank you for all the hard work that the Argyll Voluntary Action team put into raising awareness and understanding of digital TV switchover and the Switchover Help Scheme.

It was a pleasure to work with your team in the Trossachs region and we hope that AVA continues to perform with a huge amount of success in the community and is able to use the experience gained in a positive way in the future.

The results speak for themselves – For the Trossachs region, Argyll Voluntary Action, alongside VA Lochaber, ensured that 54 events took place, over 1100 one to one conversations were carried out, and a further 268 people were helped at one of the Advice Points. A fantastic achievement – thank you.

It has been a pleasure to work with yourself and the wider team and we wish you every success in any future projects.

Best Wishes

Ian Agnew

Chief Executive, Digital Outreach Limited

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AGILEMENT

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## ARGYLL AND BUTE THIRD SECTOR PARTNERSHIP AGREEMENT

### 0. Introduction and Summary

The Third Sector is the name given to a set of organisations in the voluntary sector ranging from purely volunteer based organisations to social enterprises that generate profit. The dimensions and boundaries of the Third Sector are illustrated in a Sector Landscape diagram - Appendix 3

This Argyll and Bute Third Sector Partnership Agreement (TSP) is to ensure effective collaboration of third sector and community interests in Community Planning Partnership structures and coordination of support services.

This agreement covers:

1. Joint Working

The way that Third Sector Intermediaries will work together. The Core Partners (Intermediary Organisations) are; AVA, ABSEN, IJCVS, Bute Community Links

2. Funding

How the Core Partners will receive and internally distribute funding provided to the interface (e.g. from Scottish Government).

3. Representation

How the Core Partners will work with and support Third Sector organisations to represent the interests of the Sector and local communities. This will primarily be through Community Planning Partnership structures. It will seek to influence local plans, service planning and service delivery. It will also promote the delivery of services by the Third Sector. A representation strategy will be agreed and put in place with the Sector. See Appendix 2

4. Coordination

Working with Community Planning Partners to ensure work of joint interest is coordinated and put into action – especially with respect to services that support the third sector

The Interface thus formed by the Partnership, will not cover all relationships that third sector organisations have with statutory agencies. They will continue to have direct links to the services they work with, contract with or seek to influence.

However, the Interface provides a collective voice and representation on issues of joint concern for the sector. It is a way of ensuring all voices are heard.

It provides a coordinated approach to the development of the sector across Argyll and Bute along with Community Planning Partners.

### 1. Names of included partners

#### **1.1 Core Partners**

The Third Sector Partnership is an agreement between the following organisations, hereinafter referred to as the Core Partners:

- Argyll and Bute Social Enterprise Network (ABSEN)
- Argyll Voluntary Action (AVA)
- Islay and Jura CVS (IJCVS)
- Bute Community Links (BCL)

Core Partners are defined as those intermediary organisations based in Argyll and Bute who have agreed with the Scottish Government to work together as the Argyll and Bute Interface and to work with the Community Planning Partnership to deliver the Single Outcome Agreement.

If there are significant changes to the organisation or scope of operation of a partner, their membership of the partnership will be reviewed.

For the purposes of carrying out certain specific duties defined in this Agreement, the Lead Partner is Argyll Voluntary Action

## **1.2 Membership**

The Core Partners will respond to and communicate with the TSP Membership.

Membership comprises any other organisations from the wider Third Sector who join with the Partnership at levels appropriate to their desired degree of involvement. Members will be non-voting except at General Meetings.

Currently it is proposed that there be two levels of Membership:

- **Reference Group Members** – those receiving regular consultations and updates from CPP meetings via email, and with an interest in attending events such as CPP meetings as a third sector representative on behalf of the TSP.
- **Network Members** – those receiving regular consultations and updates from CPP meetings via email, only.

Appendix 1 is a provisional list of those organisations who have expressed an interest in forming the Reference Group, as of 31 March 2010. An up to date list will be maintained on the web portal for Third Sector organisations in Argyll and Bute.

## **2. Reference Area**

The area covered by this agreement is the local authority area of Argyll and Bute.

## **3. Period of Validity**

This Agreement will commence on 1 April 2011, and will have a duration of 3 years until 31 March 2014.

The execution of the Agreement and issues arising will be reviewed by all Core Partners on a quarterly basis, with the intention of ensuring effective operation of the agreement and early identification of changes/improvements that may need to be made and in accordance with 4.4.

## **4. Purpose of the Partnership and business to be done**

### **4.1 Outcome**

The outcome for the Partnership is a thriving Third Sector, well supported and connected which is sustained by a mix of incomes, and which is valued as an equal partner and recognised for the social capital it generates.

The combination of the Third Sector Partnership and the associated commitment from the Community Planning Partnership form the Argyll and Bute Third Sector Interface.

The work of the Partnership is governed by a Delivery Framework across four themes:

- Support to voluntary and community sector organisations
- Promotion of and support for volunteering and volunteers
- Support for social enterprises

- Developing relationships with the community planning partnership

## 4.2 Outputs

- Infrastructure support to front-line organisations is of good quality, appropriate, timely and available to all.
- Support to volunteers and volunteering across Argyll and Bute and support, information and related advice to volunteer involving organisations
- A conduit for effective two-way communication to disseminate information to consult and engage with the Third Sector
- Effective and authorised representation of the sector on multi-agency groups, influencing local and regional policy development.
- An agreed business plan to ensure clear responsibility for agreed outputs and continued funding from the Scottish Government
- Distribution of Scottish Government intermediary organisation core funding.

## 4.3 Activities

- 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 service across Argyll and Bute
- The Partnership will work to empower and enable communities and, through the wider sector, give all communities the opportunity to influence decisions which affect their lives.
- The Partnership will provide continued quality services to enable and support volunteering within our communities
- The Partnership will inform, advise and support volunteer involving organisations and their volunteers, adding value to the social economy within Argyll and Bute.
- The Partnership will make support available to all Third Sector organisations across Argyll and Bute.
- The Partnership will work to ensure that support is coordinated with the Council and other providers, based on need, delivered in a timely manner and to a recognised quality standard.
- The Partnership will be inclusive and develop mechanisms through which the voice of the wider sector organisations, regardless of size, thematic scope or geography, can be heard at strategic level.

These activities are detailed in an annual work plan agreed between partners that form part of the Delivery Framework.

Organisations working with the Third Sector operate with finite resources and delivery will be prioritised, in partnership with other providers supporting the Third Sector, according to available finance and identified need.

## 4.4 Scope of work

Before the start of each operational year of the Partnership, the Core Partners will develop and agree the scope and associated roles and responsibilities, for the work covered by this Agreement (Appendix 2).

This scope of work will include best practice guidelines for the engagement and conduct of the Partners.

## 5 Governance

## **5.1 Meetings**

### Frequency

The Partnership will meet quarterly as a minimum with dates set annually in advance.

### Those Attending

Those attending will be the Core Partners with others invited by agreement of all partners to provide additional input as appropriate (this may be other third sector organisations or 'experts' in particular fields).

In addition, the following may be invited to attend as required to ensure the coordination of work between the Third Sector Partnership and these organisations;

- key officers from Community Planning Partners
- national Third Sector organisations
- representatives from each Local Area Community Planning Group
- representatives from the CPP thematic groups.

These invitees will not have voting rights on Partnership Agreement matters.

Additional meetings to address consultation events and focus groups can be organised as required.

A Chair from one of the Core Partners will be agreed for each meeting. They will coordinate all preparations for the meeting ensuring timely distribution of agenda and associated papers so that partners have sufficient time to consider items for discussion. An independent chair can be appointed with the agreement of all Core Partners.

External partners or organisations wishing to contact the Partnership or ask for items to be considered by partners should initially contact the Lead Partner, who will ensure that these are passed to the other Partners on receipt.

Past agendas, papers and minutes of meetings will be available to the public via the web portal.

## **5.2 Agreement and Disputes**

Core Partners will reach agreement by consensus on decisions to be taken. There may be occasions where Core Partners agree to vote on a decision or a course of action. Votes will be cast through the Chair and any matter will be decided by a simple majority.

Agreement and decision making must give respect and due regard to the core business or statutory functions of the Partner organisations. All relevant information must be circulated prior to the meeting. Any decision which will commit the resources (human or financial) of a Partner, must be referred to the Partner's Board of Trustees for ratification.

The Partners will work cooperatively to avoid disputes. However, in the event of a dispute between two Partners, the Partners will discuss and agree a mediation process.

## **5.3 Notices**

Any notices or communication which has a material impact on terms of this Agreement, shall be in writing either via letter or e-mail.

## **6. Distribution of Scottish Government Core Funding**

In compliance with Scottish Government instructions, and when requested to do so, the Lead Partner will receive those sums of money due to Partners as core funding, and arrange for the remittance of these sums to each Partner.

The allocation to each partner and any conditions over and above those specified by the Government will be subject to separate agreement. The Lead Partner will make no adjustments to allocations once agreed, but will be obliged to withhold payment if conditions agreed with Scottish Government or between partners are not met so that any funding commitments made by the partnership are properly fulfilled.

Notwithstanding the foregoing, there will be a need for reporting which demonstrates a quality service and therefore each Partner will be responsible for reporting against agreed criteria so that the Partnership presents a full picture across all activities of partners that are covered by the scope of this agreement and the Third Sector interface. The Lead Partner will collate information provided by all partners and ensure timely submission to the relevant body.

### **7. Insurances and Liabilities**

#### **7.1 Insurance**

Each Partner shall ensure that they have in place all necessary insurances for any activities they undertake under this agreement. Each Partners insurances and liabilities limitations apply and no Partner will hold another liable for anything such as accidents, damage, poor work, unless there is neglect. Claims will be made against the Partner's own insurers.

#### **7.2 Named Individual – Core Partners and Reference Group**

In order to ensure that Partners are aware of and can meet their obligations, each Partner will, prior to the effective date, appoint at their expense, a 'Named Individual' to serve as the single point of contact, single point of responsibility and single point of accountability for their organisation within the Partnership; the name and contact details of the Named Individual shall be sent in writing to the Lead Partner and any changes must be notified to the Lead Partner as soon as possible. The Named Individual shall coordinate the activities of each Partner in matters relating to this agreement and shall liaise with the Lead Organisation to ensure that all agreed services and associated requirements are carried out efficiently, effectively and timeously.

### **8. Quality Management**

#### **8.1 Quality system**

Partners will have systems in place to monitor and manage quality, performance and improvement using EFQM. Where this identifies improvements related to the Partnership, Partners agree to share outputs for improvement with the Partnership and CPP.

#### **8.2 Self-Assessment arrangements**

The Partnership will annually undertake a self assessment and review of its procedures and operation.

### **9. Review of the Partnership Agreement**

The Partnership Agreement will be reviewed on a quarterly basis. If Partners wish to suggest changes or amendments they will put this in writing to all Core Partners prior to the meeting, to be considered at a quarterly meeting and agreement reached in accordance with para 5.2. If changes or amendments are made then all Members will be informed.

### **10. Complaints**

The partners will agree a separate complaints procedure to ensure that any complaint made against one of the partners is handled in a manner that secures quick resolution in a fair and open manner.

**11. Withdrawal and Expulsion**

**11.1 Withdrawal**

In view of the grant funding consequences of the Partnership, no Core Partner may withdraw from the Partnership without the agreement of all remaining Core Partners. Any request to withdraw from the Partnership will be raised at the quarterly review meeting as appropriate with sufficient notice given so that any transition to a revised partnership can be properly managed.

**11.2 Expulsion**

In the event the Partnership wishes to expel a Core Partner for whatever reason – this can only be done with the approval of all remaining Core Partners. Grounds for expulsion may include, but not be limited to, gross misconduct, negligence, fraudulent behaviour or actions likely to compromise the future of the partnership.

**12. Termination**

The Agreement can only be terminated by agreement of all Core Partners and in accordance with 11.1.

**13. Equality and Diversity**

All partners and the Partnership are committed to providing support and services in line with Equalities and Human Rights legislation and will ensure that the impact of their activities is assessed to ensure that they do not unwittingly discriminate on different communities, individuals or groups of population.

Date:

Approved:

.....ABSEN

.....IJCVS

.....Bute Community Links

.....Argyll Voluntary Action

**Appendix 1 – Initial List of Members expressing interest in Reference Group**

These organisations and many others are now linked to the Third Sector Partnership via the seven Voluntary Sector Fora that the partnership operates across Argyll and Bute.

Reference Organisations April 2011
ABSEN
ACOSVO
Argyll & Bute Citizens Advice Bureau
Argyll & Bute Rape Crisis
Argyll Befrienders for Children
Argyll Voluntary Action
Argyll Womens Aid
British Red Cross Society
Bute Community Links
Coll Development Trust
Community Care Providers Scotland (Voluntary Sector Social Services Workforce Unit)
Contact the Elderly
Cove Community Representative
Cowal Community Care Forum
Cowal Elderly Befriending Scheme
Craignish Community Company
Crossroads North Argyll
Disability Alliance Scotland
Dunals Charity Trust
Family Mediation Services
Ford Community Trust
Friends of Loch Lomond and the Trossachs
Fun First
Fyne Families
Garelochhead Community Representative
Geilston Hall Management Committee
Girlguiding Argyll
Headline Helensburgh
Helensburgh and District Civic Society
Helensburgh and Lomond Community Care Forum
Helensburgh and Lomond Highland Games Committee
HomeStart Lorn
Islay & Jura CVS
Jigsaw
Kintyre Recycling
Lachlan Miller Trust
Laggan Community Council
Lomond and Argyll Advocacy Service
Lorn and Oban Reuse Initiative
Mid Argyll Community Enterprise Ltd
Mull and Iona Community Trust
North Argyll Carers Centre
North Argyll Voluntary Car Scheme
Oban Saints
Oban Youth Café
PACCT
Port Bannatyne Village Enhancement Group
Project Playparks
Route 81 Youth Project

Sports Scotland
SSAFA Forces Help
The Cadispa Trust
The GRAB Trust
Tiree Development Trust
Voluntary Arts Scotland

**Note on Core Partners**

AVA / BCL / IJCVS Councils of Voluntary Service provide support to third sector organisations in the form of training, advice on running voluntary organisations, governance, seeking funding and raising issues for the sector.

**ABSEN**

Social Enterprise Networks, are groups of social enterprises who come together to share good practice and support each other in the the development of businesses which undertake trading activities to generate profit which is ploughed back into their charitable activities and/or local communities. In Argyll & Bute, ABSEN formed itself into a company limited by guarantee in order to access Service Level Agreements and grant funding.

Volunteer Centres (part of the functions of AVA), support the recruitment, training, support and use of volunteers and volunteer using agencies.



## Appendix 2

### Scope of Work of the Partnership

A key principle for the Partners working together for the provision of the services is that the Partners individually and collectively commit to making this Partnership a success.

In order to fulfil and deliver the outcomes, outputs and actions under section 4 of the Partnership Agreement, the Partners undertake to develop processes, systems and procedures as follows:

#### **1. Representation**

1.1 A Strategy for Representation will be based on the following principles:

- Responsibility – to all third sector organisations, and to public sector partners
- Accountability – to confirm actions or decisions taken or entered into on behalf of the third sector, and to ensure due consultation process has been undertaken
- Respect – for the roles, responsibilities and confidentiality, where appropriate, of all partners
- Openness and transparency – ensuring that representation is clearly that of the wider third sector and not of any single organisation.

1.2 Subject to funding being available, provide an infrastructure for securing third sector representation at strategic and community planning level and on such other bodies as may be deemed appropriate. As a minimum, this will include representation at all pan-Argyll and Bute, thematic and local CPP meetings and other key partnership events.

1.3 Act as a mechanism for reporting to and from the wider social, third sector and community sector on Partnership issues by third sector representatives and key partners. Facilitate a combined approach and response by the sector to national and local consultations, participation and involvement in policy and service development.

Seek to strengthen cooperation and collaboration between organisations and other networks and partnerships.

1.4 Continue to support and develop Third Sector Fora (TSF) throughout Argyll and Bute, accessible to all irrespective of location, as an important means of disseminating information, discussion and collection of opinion. Fora already exist in five areas and the Third Sector Partnership will endeavour to increase the number of fora to ensure organisations across Argyll and Bute have equitable access to a forum within their area. However, in addition, other existing local structures and organisations already formed for similar purposes, are recognised as complementary to TSFs and the Partnership will ensure that these groups are part of the network of local bodies and organisations that connect to the CPP.

1.5 Anyone undertaking a representational role shall be trained and conversant with Representation role and responsibility as set out within CVS Representation training document.

1.6 The Third Sector Partnership commits to encouraging third sector organisations to participate in representation and voicing their views, concerns and aspirations and to enabling this process within the context of the limited resources at their disposal and taking into account the stated decision that Argyll and Bute CPP will not fund representation from the third sector.

#### **2. A Stronger Third Sector**

2.1 Support and sustain the work of the infrastructure organisations to develop a strong, viable and sustainable third sector in Argyll and Bute. This will entail ensuring that all the elements of this scope of work are progressed and integrated and made available equitably to everyone in the Third Sector.

An important challenge will be to ensure sustainability at a time when it is expected that there will be less funding available to the Sector. Thus, the Partnership will have an important role in identifying new opportunities for the Third Sector to deliver public and community services giving best value and effectiveness.

### **3. Communication**

3.1 The Partnership will utilise a range of communication methods including digital, person to person, telephone and local fora, and advocates the availability of video-conferencing to ensure that remote and island communities and organisations have equitable access.

3.2 The Partnership will share resources to further develop the web portal for the third sector in Argyll & Bute into a respected and credible one-stop shop for information, advice and support. Notwithstanding para 3.1, the intention is that the web portal becomes the primary means of communication and information dissemination.

3.3 A communication protocol will be developed to ensure that information is passed in a timely manner to those interested and affected, and to feedback, similarly in a timely fashion, views, opinions and other responses germane to that information. CPP Partners will be encouraged to ensure that information in the way of meeting agenda, papers to be read, minutes of meetings, etc are issued in sufficient time to allow the communication protocol to function.

### **4. Training**

The Core partners will work together to identify and progress training opportunities on a cooperative basis agreeing a programme of events and developing materials for use by all partners.

The success of the coordinated approach will be used by partners as evidence in securing future funding should other funding become available.

Training will continue to be promoted via the web portal and appropriate links established to Skills Development Scotland (Learndirect search engines).

### **5. Needs Assessment**

Ongoing activities including Community Engagement Projects and Third Sector Fora will provide data on Sector support needs. Community Planning Partners will be requested to provide any statistical data relevant to defining needs. The use of a variety of methods and data sources will help to ensure that the Partnership will be able to present credible information to support good decision making by the CPP, CPP partners and Third Sector Partnership itself. The Partnership will, with the Council and others, regularly scrutinise the overview of sector support needs to ensure that information is current and if necessary work together to undertake specific surveys of Sector support needs.

### **6. Scorecarding/performance management**

Within its partnership with Argyll and Bute CPP, the Third Sector Partnership will report performance and outcomes giving quantitative and qualitative data to contribute to the Pyramid Framework enabling progress and performance to be measured against the Single Outcome Agreement. Where possible, generic reporting will be utilised, as Partners will also be reporting to other bodies (e.g. Scottish Government, BIG Lottery etc)

### **7. Single Outcome Agreement**

The Third Sector Partnership identifies its contribution to the Single Outcome Agreement and to the priorities within that document and takes these fully into account when identifying its own and intermediary organisational priorities.

## **8. Scottish Government Core Funding**

The Third Sector Partnership commits to progressing a dialogue to determine how funding and resources are equitably distributed and to agreeing priorities for future funding. The Scottish Government has set parameters but it will be up to the intermediaries themselves to decide upon local distribution within the Core Partners. This process and the decisions based thereon will be facilitated where appropriate and amongst other factors, must take account of population and rurality indicators.

The Partners will work together to ensure the best settlement for Argyll and Bute from the national allocation of funding to support the third sector.

## **9. Collaborative Working**

Each of the Partners commits to sharing their existing business and work plans to identify where resources might be shared, if efficiencies can be achieved and to strive to ensure best value for the wider third sector and other stakeholders. They will work to identify key priorities, informed by the sector, and to achieve a new and co-ordinated infrastructure support mechanism through working together. We will seek to manage the increased expectations of the sector from statutory partners by continuing to build good working relationships.

The core strands of work of the intermediary organisations are:

1. Volunteers support services
2. Volunteering
3. Support and advice to community organisations
4. Support to new, emerging and existing social enterprise organisations

Each intermediary has its plan based on local need and demand. By working together, we will be able to identify more clearly how a collaborative approach meets the priorities of the Single Outcome Agreement and other local drivers. Through a shared approach, we aim to achieve equity of access and support across Argyll and Bute and a fit for purpose infrastructure which continues to provide services in response to local need.

## **10. Coordination of Support Services**

The Partnership will participate with Argyll and Bute Council and others in the coordination and planning of support services to the Third Sector in Argyll and Bute, covering all aspects from volunteering through to social enterprises delivering services (either independently or contracting for others) ( see Appendix 3).

There are also organisations operating at a national level that provide support and advice to third sector organisations or who seek input from a third sector perspective to their work. The links between these organisations and providers locally will be coordinated by the Partnership.

Services will be jointly planned and coordinated based on identified need and to ensure most effective use of the available resources. A joint work plan for Argyll and Bute will pull together actions from all the providers based in the area so that there is one coordinated plan with lead organisations.

Each of the organisations contributing to the plan will jointly promote and market the programme and work together to direct organisations needing support to the most appropriate provider, whether local/national or public, private or third sector.

## **11. Development of Best Practices**

The Partnership will develop guidelines and best practices for the conduct of the Partnership.

11.1 Conduct Standards Members are expected to behave in accordance with the contractual obligations and key principles of their organisation. Core principles that all Partnership members are expected to adhere include:

- Respect and value each other's contributions
- Generally reach a consensus through focused discussion
- Learn from each other and from experience
- Develop openness and trust

11.2 Key local and national drivers

Third Sector Partnership members are aware that the Partnership is signed up to the following local and national key drivers.

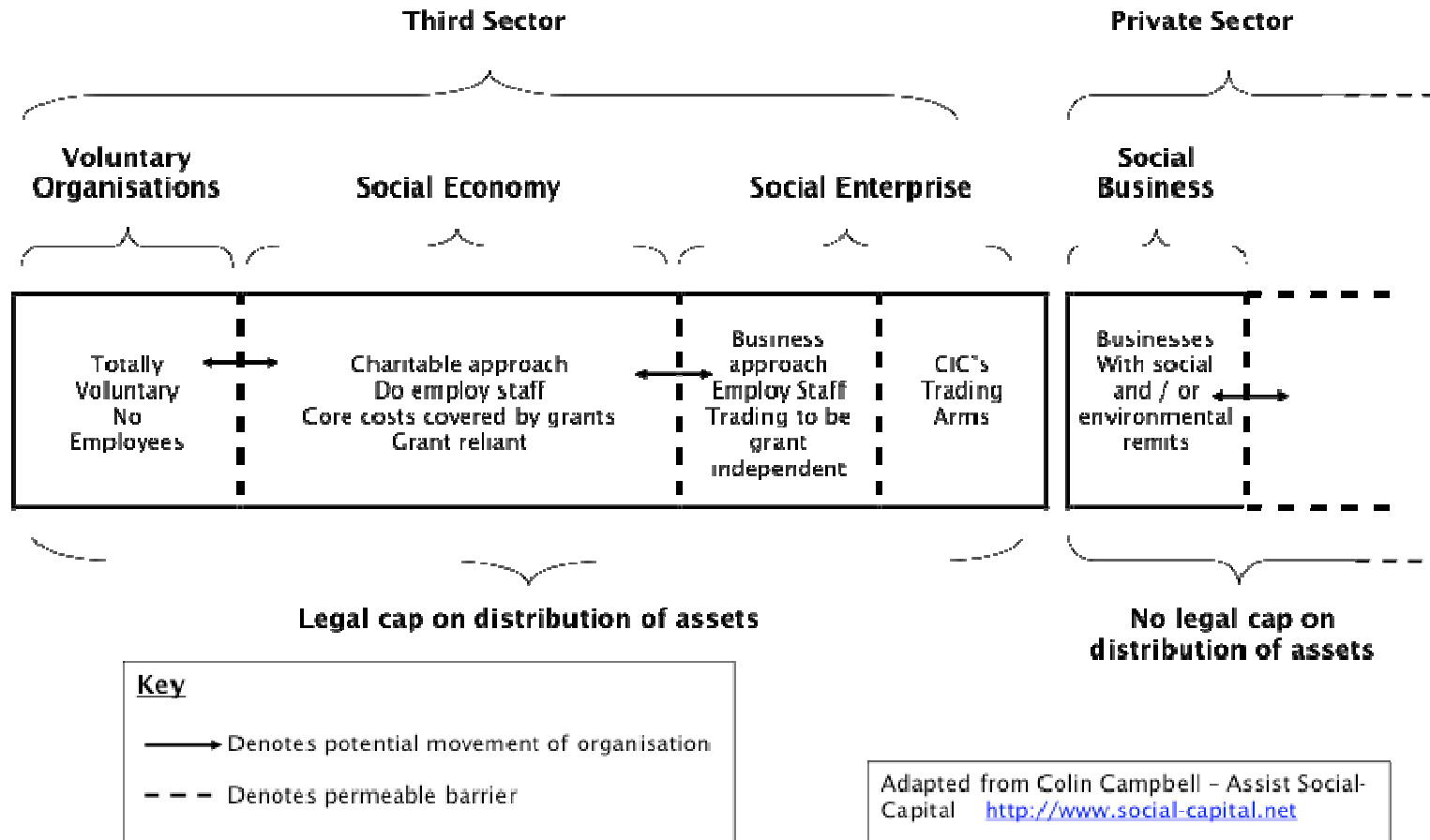
- Achieving our Full Potential
- Argyll and Bute Community Engagement Strategy
- Argyll and Bute Community Plan
- Argyll and Bute Single Outcome Agreement
- Better Health, Better Care
- Early Years Framework
- Equally Well
- National Volunteering Strategy
- SG Enterprising Third Sector Action Plan
- Thrive and Connect (CVS)

## **12. Advocacy**

The role of advocate for the Argyll and Bute Third Sector on a national stage is important and will be coordinated by the Partnership. Agreed representation on specific topics will be led by the most appropriate Partner with support from others involved.

Appendix 3 - Sector Landscape

Sector Landscape



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**Argyll and Bute Community Planning Partnership**

**Management Committee**  
**Date:**




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**Title: Citizens' Panel**

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### 1. Summary

The current contract to carry out the Citizens' Panel surveys was awarded to Hexagon Research and Consulting in 2008. The contract was to run for three years, with the possibility of an extension into a fourth.

We are now at the end of the three year period. This provides a good opportunity to review the role and use of the Citizens' Panel. This paper makes recommendations for action in the short- to medium-term.

### 2. Recommendations:

- In the short-term, the Partnership approves the extension of the contract with Hexagon Research and Consulting for a fourth year, and we verify with Hexagon Research and Consulting that they are also in agreement with this extension.
- In the medium-term the role and purpose of the Citizens' Panel should be reviewed as part of the work on the community engagement strategy, currently being developed by the newly formed Third Sector and Communities CPP subgroup.

### 3. Detail

The current contract for the Citizens' Panel was awarded to Hexagon Research and Consulting in February / March 2008. The contract was designed to run for three years, with a possibility of extending the contract into the fourth year.

As of March 2011, we have reached the end of the third year, and are now seeking the approval of the Partnership to continue the contract for the current year. Over this year, the purpose and use of the panel should be reviewed, and recommendations for the longer term developed.

Over the three years that the contract has run, Hexagon Research and Consulting have carried out the following work on behalf of the Partnership (table 1).

Year		Work carried out
Year one	2008-2009	Recruitment of new panel membership
		Survey focussing on satisfaction with services offered by partner organisations
Year two	2009-2010	Survey focussing on impact and perceptions of economic recession; community engagement

Year		Work carried out
		Survey investigating factors panellists consider to be important in making somewhere a good place to live and which of these factors are most in need of improvement in their area; Panellists' satisfaction with a range of Council services; role of Strathclyde Fire and Rescue
Year three	2010-2011	Refreshment of part of panel membership
		Survey tracking factors panellists consider to be important in making somewhere a good place to live and which of these factors are most in need of improvement in their area; panellists' satisfaction with a range of Council services; the Council's budget consultation and Service review options.

In addition, Hexagon Research and Consulting have carried out additional survey and focus group work on behalf of individual partners, drawing on the panel membership.

At present, we have the following themes scheduled for inclusion in a spring 2011 survey:

- Volunteering behaviour (held over from 2010)
- Trading standards / bogus callers
- Policing / crime
- Child protection (held over from 2010).

Over the last few years, it has become increasingly difficult to attract themes for inclusion in the Citizen Panel surveys. This has resulted in the delay of themes for inclusion until enough have been gathered for inclusion in a survey.

Where surveys / focus groups have been carried out in addition to the Citizens' Panel surveys, these have focussed on very specific topics (e.g. development of the Local Housing Strategy; how panellists contact the Council; waste management in Helensburgh and Lomond), asking more questions than would be possible in the current format of the Citizens' Panel surveys.

This then raises questions with regard to:

- The level of use that is currently made of the panel
- The format of the panel surveys, and their relationship to wider community engagement issues.

We recommend that the Citizens' Panel survey should be included as part of the work on the community engagement strategy, which is currently being developed by the newly formed Third Sector and Communities CPP subgroup.

For further information:



Chris Carr  
Research and Information Office, Argyll and Bute Council  
Tel: 01546 604260  
Email: [chris.carr@argyll-bute.gov.uk](mailto:chris.carr@argyll-bute.gov.uk)

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**Argyll and Bute Community Planning Partnership****Management Committee**  
**Date: 13<sup>th</sup> April 2011**

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**Title: Community Planning Partnership Economic Audit 2011**

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**1. SUMMARY**

- 1.1 Audit Scotland announced early this year that there will be an audit of Community Planning Partnerships focussing on the role of the partnership in supporting sustainable economic growth.
- 1.2 Argyll and Bute CPP was not one of the 6 CPP's selected for detailed Audit however we have been asked to provide detailed information and documentation relating to supporting economic growth. We have also been asked to complete a short survey to enable Audit Scotland to gather information about all 32 partnerships. Part one of the survey relates to the Community Planning Partnership in general terms and part two is specifically relating to the Economic Theme Group.

**2. RECOMMENDATIONS**

- 2.1 That the Management Committee notes the contents of this report and notes that the Council will coordinate the response to Audit Scotland in consultation with partners.

**3. DETAIL****3.1 Single Outcome Agreement**

From 2009/10 onwards CPPs have been required to be fully involved in developing and agreeing SOAs. This move reinforces the role of CPPs as the main vehicle for delivering outcomes for communities.

This Audit will use a single outcome area to examine the impact of CPPs on their local communities and businesses.

**3.2 National Performance Framework**

The economic national outcome that this Audit will consider is 'We will realise our full potential with more and better employment opportunities for people'. The importance of aligning public sector activity to accelerate economic growth is emphasised in *The Government Economic Strategy (2007)* and the *Scottish Economic Recovery Plan (2009)*.

**3.3 Project scope, aims and objectives**

The overall aim of the audit is to assess whether CPPs have made a difference to local communities. The Audit will consider the impact CPPs have made on local communities and businesses by assessing the contribution they are making to increasing sustainable economic growth.

### **3.4 Objectives**

- Review the governance and accountability arrangements put in place by CPPs.
- Evaluate the governance and accountability arrangements put in place to support CPPs local economic development activity.
- Assess how well the CPPs planning activity supports the delivery of their agreed economic outcomes.
- Review how well CPPs manage resources to achieve their agreed economic outcomes.
- Assess the contribution CPPs are making to increase sustainable local economic growth.

### **3.5 Outputs and timetable**

- Fieldwork and analysis: January – April 2011
- Report drafting, and clearance: May - August 2011
- Publication: September 2011

### **3.6 Responsibilities of partners**

A number of partners are involved in economic development in Argyll and Bute. Argyll and Bute Council have the main responsibilities in terms of local economic development and regeneration including Business Gateway activity. HIE and Scottish Enterprise have the main role in terms of regional and national economic development, supporting high growth businesses in the Highlands and Islands and growth amongst Scotland's most ambitious companies.

Other public sector partners such as NHS Highland and the voluntary sector (including social enterprise) also participate in economic development as employers and purchasers of goods and services.

- 3.7** Argyll and Bute Council as the lead partner for Community Planning will lead on liaison with Audit Scotland and will liaise closely and fully with partners. The CPP through the Economy Thematic Group will be kept informed of progress.

## **4. CONCLUSION**

- 4.1** The Argyll and Bute Community Planning Partnership has an important role to play in delivering better outcomes for communities. Although we have not been selected for detailed audit, the findings will address how reductions in public sector

budgets are managed and the effectiveness of partnership working across Scotland, drawing wider conclusions and identifying broader messages for all CPPs.

For further information contact: Eileen Wilson  
Community Planning Manager  
[Eileen.wilson@argyll-bute.gov.uk](mailto:Eileen.wilson@argyll-bute.gov.uk)

Telephone 01436 658726

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**Argyll and Bute Community Planning  
Partnership**

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



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

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**1. SUMMARY**

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

**2. RECOMMENDATIONS**

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

**3. BACKGROUND**

- 3.1** The Environment Thematic Group meets quarterly and is progressing in delivering the outcomes and actions relating to the Environment of Argyll and Bute contained in the Community Plan.
- 3.2** At it's most recent meeting in February 2011, the group viewed the current Scorecard, noting that SNH were leading on the development of a list of national outcomes for the Environment. The group further discussed whether all of the proposed measures would be relevant to Argyll and Bute, and noted that if they were not all relevant it was open to individual Community Planning Partnerships to look for relevant alternatives. As a result of the discussion held it was agreed that officers from partnership organisations would meet with the Chair and Thematic lead to discuss the National Outcomes, and would bring a report and amended Scorecard to the May meeting of the Thematic group for consideration.
- 3.3** The meeting had an informative update provided on work progressing in regard to conservation of the Marine Environment. They had further presentations on the work of Scottish Natural Heritage, were given an update on the recent Review of the Agricultural Forum, and were given a demonstration of the Council's new Renewables Interactive Mapping System.
- 3.4** Strategic Partnership reports were submitted by the Argyll and Bute Local Biodiversity Partnership and the Argyll and Bute Local Access Forum, and were noted by the group.

**4. CONCLUSION**

- 4.1** The Environment Thematic Group are concentrating on their performance management role by developing and refining their Performance Scorecard in light of guidance on National Outcomes for the Environment.

For further information contact: Andrew Campbell, Scottish Natural Heritage

Telephone 0300 244 9361 (SNH Oban office)



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**ARGYLL AND BUTE COUNCIL  
COMMUNITY SERVICES**

**CPP MANAGEMENT COMMITTEE  
13 APRIL 2011**

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**SOCIAL AFFAIRS THEMATIC GROUP UPDATE**

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**1. SUMMARY**

This report provides a brief update on the progress of the Social Affairs Thematic Group (SATG)

**2. RECOMMENDATIONS**

It is recommended that the CPP Management Committee note the content of this report.

**3. DETAIL**

The last meeting of the SATG was on the 14<sup>th</sup> February 2011.

The Group considered the following reports:

- Budget Settlement Report – outline of the financial settlement for the Council for financial year 2011/12.
- The Strategic Housing Investment Plan (SHIP) and noted the impact of the significant reductions in housing investment finance in future years
- A presentation on the 3<sup>rd</sup> Sector Partnership by Glenn Heritage noting the support by the partnership for voluntary and community organisations, support for volunteers and support for social enterprises.
- A series of partnership groups' highlight and exception reports from the Strategic Housing and Communities Forum; Child Protection Committee; Argyll and Bute Children, Community Safety Partnership and the 3<sup>rd</sup> Sector Partnership.
- Development of Telecare and Nighttime Home Care Services and out of hours social work and mental health services. The progress on shifting the balance of care for elderly persons was discussed in detail.
- Community Payback Orders – outlining the new CPO's as a replacement for the outgoing Probation and Community Service Orders.

- Updates in relation to scorecard development, SOA/CP Review; Integration of Partnership Groups.

#### **4. CONCLUSION**

The agenda for the SATG has developed a greater depth over recent meetings and has looked at a wide range of service areas. The papers have prompted significant partner debate and scrutiny of performance.

**CLELAND SNEDDON  
EXECUTIVE DIRECTOR OF COMMUNITY SERVICES**

**5<sup>th</sup> April 2011**

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**Argyll and Bute Community Planning  
Partnership**

**Economy Thematic Group Report  
Management Committee April 13 2011**

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**communityplanning**partnership



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## 1. SUMMARY

**1.1** A full report on the last Economy Thematic Group meeting held on 23 February was submitted to the CPP full partnership meeting on 9 March. This report concentrates solely on the work currently being undertaken to redesign the Scorecard. Approval for the revised format will be sought at the meeting on 25 May

## 2. PROPOSED SCORECARD MEASURES

**2.1** The aim of the Scorecard is to track performance of key partners against targets and also provide a barometer of the local economy.

It has been agreed that the measures will be monitored on an ongoing basis and inform discussion at future meetings as a standard agenda item. Data will be grouped to reflect whether it is collected annually or more regularly.

Data which is already recorded elsewhere in Pyramid will not feature on the Scorecard to avoid duplication.

**2.2** In future it is proposed that the Scorecard information will be grouped as follows:-

### **2.21 Partners Success Measures.**

This will incorporate information being reported by Business Gateway. Skills Development Scotland have agreed to provide input on school leaver destinations and other partners are being encouraged to participate in making available figures which will provide a barometer for Argyll's economic performance

### **2.22 Economic Indicators.**

Figures will be collated monthly on unemployment in each of the Argyll and Bute travel to work areas

Figures will be collated annually for each of the following

- Population and age structure

- Number of people in employment, economic activity rate and self-employment rate
- Business Start-up rates- to include VAT registrations and PAYE ( data will be two years in arrears)
- School roll numbers from council records
- Average house prices for the region
- Ferry traffic figures

### **2.23 National Outcomes (SOA)**

These sections will remain unchanged.

### **2.24 Narrative will be provide on the delivery of**

- Renewable Energy Action Plan (REAP)
- Economic Development Action Plan
- Argyll Marine Science Initiative
- CHORD

Next Economy Thematic Group meeting will to be held on 25May 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: 13<sup>th</sup> April 2011**argyll and bute  
**communityplanningpartnership**

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**Title: Update Report on Third Sector and Communities Sub-group**

---

**1. SUMMARY**

- 1.1 This report summarises the progress from the first meeting of the new Third Sector and Communities CPP Sub-group.

**2. RECOMMENDATIONS**

- 2.1 That the Management Committee notes the initial progress made by the Third Sector and Communities Sub-group, and the plans to develop outcomes and a draft an Action Plan.

**3. BACKGROUND**

- 3.1 The Third Sector and Communities Sub-group is an amalgamation of previous partnerships:

- Demonstration Project Board - "Harnessing the Potential of the Third Sector to Achieve Council Objectives"
- Argyll and Bute Social Economy Partnership
- CPP Funding Hub
- Fairer Argyll and Bute (FAB) Partnership
- CPP Equality and Diversity Sub-Group

It was agreed by the CPP Management Committee that community engagement would be a key theme to this group, and it will have responsibility to monitor the CPP Community Engagement Strategy.

**4. DETAIL**

- 4.1 The Third Sector and Communities Sub-group met for the first time on 22 February 2011. Seven agencies were represented by fifteen attendees. Cllr Rory Colville, Council Spokesperson for the Third Sector and Communities, was elected as Chair of the Sub-group.
- 4.2 A draft Partnership Agreement was considered and will be amended for approval at the next meeting in May.
- 4.3 In order to consider appropriate outcomes for this new group, the first meeting considered the outcomes of the former partnerships (see 3.1 above). From this exercise outcomes will be agreed at the next meeting along with a draft Action Plan.

A workplan was agreed which includes consideration at the May meeting of:

- Development of a scorecard for monitoring the work of the Sub-group
- Development of a Compact for Third Sector and CPP

### **5. CONCLUSION**

**5.1** The Third Sector and Communities Sub-group is at an early stage in development, and has an agreed workplan to meet the requirements of the CPP.

For further information contact: Margaret Fyfe, Community Development Manager, Argyll and Bute Council

Telephone 01369 703214

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**Argyll and Bute Community Planning Partnership****Management Committee**  
**Date: 13<sup>th</sup> April 2011**argyll and bute  
**communityplanning**partnership

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**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 their Action Plans and in developing effective Community Engagement mechanisms 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 made generally good starts in establishing themselves, focussing on regular meeting cycles and on ensuring that all relevant partners attend meetings and events.
- 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. Initial progress reports on this work were presented to the March meeting cycles, with groups agreeing that this will require to be continually updated. However, the initial agreements made at the March meetings mean that local groups can now identify those core partnerships whom they feel need to be in attendance at group meetings, and those who can simply be asked to update the group by the agreed Highlight and Exception reporting mechanism. In progressing this work some rationalisation of group attendance and meeting duplication has been carried out.
- 3.3** Groups have been further reminded about the Consultation Diary process, and the benefits for groups and communities to make effective use of this. It remains to be seen how significant the uptake in it's use will be.
- 3.4** The Local Groups made progress at the March meetings with refining their Local Area Community Plans, and work is now underway to develop amended Scorecards, with a view to having both documents ready for final consideration at the May meeting cycle.

- 3.5** Although there has been generally steady progress with the development of structures, processes and levels of understanding around the LACPG's, this has not been consistent across all four areas, and a significant number of concerns about the effectiveness of the groups have been expressed at the last two meeting rounds. Such concerns include lack of clarity or purpose for the groups, lack of commitment to attendance by Core Partners and key community groups, and, significantly, about duplication in some areas of existing structures which are carrying out local community planning in an effective and recognised way, and have been doing so for some considerable time. The opportunity for partners and community groups and representatives to feed such concerns into the current Self Assessment of Community Planning has been widely welcomed, and the outcome of this process should enable such concerns to be addressed, thereby ensuring improved focus and clarity of purpose for those groups who see limitations in the current arrangements.
- 3.6** All of the Local groups will have been provided with the opportunity for to attend Community Engagement and Development training by the end of March, which will be a key step forward for groups in terms of developing their community engagement role.

#### **4. CONCLUSION**

- 4.1** Local Area Community Planning Groups have made good progress in developing their role in Community Engagement and in monitoring progress in delivery of local service priorities. Updated Action Plans and accompanying Scorecards will be considered and adopted at the May meeting cycle. Concerns being raised about the purpose and effectiveness of the groups will be progressed both by provision of the Community Development and Engagement training currently being delivered, and, significantly, the collation and actioning of issues raised through the current process of Self Assessment of Community Planning.

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  
Date: 13<sup>th</sup> April 2011**

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**Title: COMMUNITY PLANNING CONFERENCE – 29<sup>TH</sup> JUNE 2011**

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**1. SUMMARY**

- 1.1. It was agreed at the CPP Full Partnership meeting on the 9<sup>th</sup> March 2011 that the CPP Conference should take place in Helensburgh on the 29<sup>th</sup> of June 2011.
- 1.2. It was also agreed that a small planning group be formed to take forward the planning of the event. This group met on the 23<sup>rd</sup> of March.
- 1.3. For the last two years we have been working together to deliver our Single Outcome Agreement (SOA 2009-12) in an increasingly challenging national context. We have also established Local Area Community Planning Groups and Strategic CPP Thematic Groups as part of the overall Community Planning framework.
- 1.4. Funding for this event is in place.

**2. RECOMMENDATIONS**

- 2.1. That the Management Committee agrees the proposed objectives.

**3. OBJECTIVES**

- 3.1. The following initial objectives have been proposed for the conference
  - a) To celebrate our achievements in delivering the SOA and the lessons we have learned.
  - b) To consider the way forward and the challenges that lay ahead.

**3. PARTICIPANTS/DELEGATES**

- 3.1 There will initially be 100 delegates invited to attend the CPP Conference. We will endeavour to have a good geographic spread mainland/island and urban/rural. If oversubscribed we have the funding and facilities to increase numbers to 150max. The targeted audience for this event will be at strategic level with strong community representation. We anticipate a 40/60 strategic/local mix with additional attendees either presenting/showcasing good practice or attending via VC.

**4. LINKS WITH LOCAL EVENTS**

- 4.1 The Forward Together events delivered by Local Area Community Planning Groups were targeted at local communities and enabled the LACPGs to consult on and agree the content of the new Local Area Community Plans. These events ran in Spring and Autumn 2010. Third Sector Partnership and Community Development staff worked closely with the LACPGs to ensure a good cross section of community representatives, community groups and interested individuals got the opportunity to comment on the emerging plans.

## **6. CONCLUSIONS**

- 6.1 The proposed conference has the potential to enable the CPP to take forward a number of significant developments.
- 6.2 The conference will present an opportunity to engage with communities and partners on the new approach to Community Planning which will enable greater involvements at all levels.

### **Timeline**

23<sup>rd</sup> March 2011 – Initial planning meeting  
12<sup>th</sup> April 2011 – 2<sup>nd</sup> Planning meeting (VC)  
23<sup>rd</sup> May 2011 – 3<sup>rd</sup> planning meeting (VC) – issue invitations  
20<sup>th</sup> June 2011 – Final planning meeting (VC)  
May 2011 – Send out formal invitations  
All of the above subject to agreement to proceed.

Eileen Wilson  
Community Planning Manager  
[Eileen.wilson@argyll-bute.gov.uk](mailto:Eileen.wilson@argyll-bute.gov.uk)

**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
<b>Wednesday 29<sup>th</sup> June 2011</b>	<b>CPP Conference - Helensburgh</b>
Wednesday 2 <sup>nd</sup> November 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 604406	

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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