



16 March 2012

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held **VIA VC IN VARIOUS LOCATIONS** on **WEDNESDAY, 21 MARCH 2012 at 10:00 AM.**

AGENDA

1. **WELCOME/APOLOGIES**(Pages 1 - 2)
2. **MINUTES OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 1ST FEBRUARY 2012**(Pages 3 - 8)
 - (a) **MATTERS ARISING**
3. **FULL PARTNERSHIP UPDATE - DEREK LESLIE**
4. **ARGYLL AND BUTE LOCAL SERVICES INITIATIVE - ARLENE CULLUM**(Pages 9 - 30)
5. **SCOTTISH GOVERNMENT REVIEW OF COMMUNITY PLANNING - JANE FOWLER**(Pages 31 - 36)
6. **COMMUNITY PLAN/SOA 2012-13 - EILEEN WILSON**(Pages 37 - 64)
7. **CITIZEN'S PANEL - JANE FOWLER**(Pages 65 - 66)
8. **FERRY REVIEW - THE COUNCIL RESPONSE - JONATHAN WELCH - VERBAL UPDATE**
9. **TIREE SCENARIO MAPPING PROJECT - AUDREY MARTIN**(Pages 67 - 96)
10. **ECONOMIC CHALLENGES IN BUTE - DOUGLAS COWAN**(Pages 97 - 98)
11. **SHARED SERVICES - LEARNING AND DEVELOPMENT KEY OBJECTIVES JOINT APPROACH - JANE FOWLER/SALLY LOUDON**(Pages 99 - 100)

- 12. NATIONAL PERSPECTIVE - HEALTH AND SOCIAL CARE - DEREK LESLIE/CLELAND SNEDDON/JIM ROBB**(Pages 101 - 130)
- 13. CPP ROLES AND RESPONSIBILITIES - EILEEN WILSON**(Pages 131 - 140)
- 14. ESOL FUNDING - JEANNIE HOLLES**(Pages 141 - 152)
- 15. SEE ME PLEDGE - UPDATE - ALISON MCGRORY**(Pages 153 - 156)
- 16. LOCAL AREA COMMUNITY PLANNING UPDATE - SHIRLEY MACLEOD**(Pages 157 - 158)
- 17. CPP THEMATIC GROUPS UPDATE**
 - (a) SOCIAL AFFAIRS - CLELAND SNEDDON (Pages 159 - 160)
 - (b) ENVIRONMENT - ANDREW CAMPBELL (Pages 161 - 162)
 - (c) ECONOMY - DOUGLAS COWAN (Pages 163 - 164)
 - (d) THIRD SECTOR AND COMMUNITIES SUB GROUP - MARGARET FYFE (Pages 165 - 166)
- 18. MEETING DATES FOR 2012**(Pages 167 - 168)
- 19. AOCB**

**COMMUNITY PLANNING PARTNERSHIP – MANAGEMENT COMMITTEE
MEETING**

21 MARCH 2012

APOLOGIES RECEIVED

Sue Gledhill

Highlands and Islands Enterprise

Douglas Cowan

Highlands and Islands Enterprise

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**MINUTE of MEETING of ARGYLL AND BUTE
COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE
01 February 2012**

Held at Scottish Natural Heritage Offices, Lochgilphead

Present:

Derek Leslie (chair)	NHS Highland
Sally Loudon	Argyll and Bute Council
Jane Fowler	Argyll and Bute Council
Lynda Thomson	Argyll and Bute Council
Glenn Heritage	Third Sector Partnership
Iain Jackson	Argyll and Bute Council
Cleland Sneddon	Argyll and Bute Council
Andrew Campbell	Scottish Natural Heritage
Douglas Cowan	Highlands and Islands Enterprise
Mark Wilson	Strathclyde Police
Eileen Wilson	Argyll and Bute Council
Daniel Doherty	Strathclyde Fire and Rescue
Toria Fraser	Scottish Government – Inverness (Teleconference)
Superintendent McEwan	Strathclyde Police
Moira Paton	NHS Highland – Inverness (VC)

In attendance:

Joyce Cameron (Minutes)	Argyll and Bute Council
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Apologies:

Shirley MacLeod	Argyll and Bute Council
Paul Connelly	Strathclyde Fire and Rescue
Inspector Marlene Baillie	Strathclyde Police

ITEM		ACTION
1.	<p>WELCOME</p> <p>Derek Leslie (Chair) welcomed everyone to the meeting and noted the apologies.</p>	
2.	<p>MINUTE OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 19 DECEMBER 2011</p> <p>The Management Committee agreed the minute as an accurate reflection of the meeting.</p> <p>Action Point:- Douglas Cowan to put a paper together, for next Management Committee meeting, relating to Challenges in Bute. Item 14B of the Minute was referred to.</p>	<p>Douglas Cowan</p>

3.	<p>SHARED SERVICES UPDATE – VERBAL</p> <p>Sally Loudon gave an update with regards to a meeting with NHS Highland at the end of February.</p> <p>Jane Fowler advised that there was positive meeting with NHS Highland regarding H.R. Policies.</p> <p>Derek Leslie advised that NHS Highland will be looking at 2 papers next week on the current operational structure with 3 operational units in North and Argyll and Bute being a 4th operational unit.</p> <p>Action Points:- Learning and Development key objectives joint approach. Updated report to come back to Management Committee on 21 March 2012.</p> <p>Sally Loudon would like a paper to go to next Management Committee meeting on 21 March 2012 regarding Announcement made by Nicola Sturgeon with regards to National perspective on Health & Social Care.</p>	<p>Jane Fowler</p> <p>Jane Fowler</p>
4.	<p>CPP IMPROVEMENT PLAN, ROLES AND RESPONSIBILITIES</p> <p>Clear feedback was received from the self – assessment that individuals/groups need clarity on roles and responsibilities</p> <p>It was agreed that the paper would be considered at Strategic Management Team meeting on 06 February and come back to Management Committee on 21 March 2012.</p> <p>Andrew Campbell welcomed the paper as it made it clearer what everyone else was doing.</p> <p>Following discussions a view was taken that the responsibility for improvement plans should sit with each group.</p> <p>It was advised by Sally Loudon that we should have a further look at the self-assessments as groups need more detail on local action plans.</p> <p>Sally Loudon advised that the Management Committee should have a further look at the paper and have further discussions at the next Management Committee.</p> <p>It was agreed that the final version of this would be made publicly available.</p> <p>Action Point:- Any comments/feedback to be with Eileen Wilson before the next Management Committee meeting on 21 March 2012.</p>	<p>Eileen Wilson/ Lynda Thomson</p> <p>Eileen Wilson</p> <p>All</p>

5.	<p>COUNCIL POLITICAL MANAGEMENT ARRANGEMENTS UPDATE</p> <p>Sally Loudon gave a verbal update on the Council Political Management Arrangements.</p>	
6	<p>COMMUNITY PLAN/SOA</p> <p>Eileen Wilson took comments from Management Committee. It was agreed that a change was to be made in the foreword.</p> <p>Cleland Sneddon advised that the indicators within the success measures were not precise with regards to targets. He agreed to liaise with partners to produce final success measure list for Social Affairs.</p> <p>Douglas Cowan pointed out that he require help with CPP04 Transport and Sally Loudon suggested that she would get someone to engage with Douglas.</p> <p>Success measures are still to be added to the document. Final success measures will be tabled at the Full Partnership meeting on the 15th February.</p> <p>Action Points:- Cleland Sneddon to identify a summary for Full Partnership on 15 February 2012</p> <p>Derek Leslie requested Moira Paton to send an email showing the SOA for North Highland.</p> <p>Derek Leslie advised that he would engage with all and resolve any issues raised.</p> <p>An updated version of the Success Measures will be rolled out by 7th February.</p>	<p>Cleland Sneddon</p> <p>Derek Leslie/ Moira Paton</p> <p>Derek Leslie</p> <p>Eileen Wilson</p>
7.	<p>COMMUNITY RESILIENCE</p> <p>Jane Fowler lead the discussion with regards to how we coped during and after the recent storms. She spoke further with regards to engaging with the third sector. Further discussions will take place.</p> <p>It was agreed that lists of relevant vulnerable people could be shared with Partners, work needs to be done with the utility company to get the information required.</p> <p>It was agreed that a planning schedule should be drawn up for the next meeting on 21 March.</p>	

8.	<p>FERRIES REVIEW</p> <p>Jonathan Welch presented the paper to Management Committee and highlighted the options within the Draft Plan.</p> <p>The Management Committee were invited to feedback any comments to Jonathan by the 30th March.</p> <p>Derek Leslie thanked Jonathan for his time and it was agreed that this was a very informative update with regards to ferry fares and routes.</p> <p>As a related A.O.C.B., Andrew Campbell brought up the topic of stopping a Rural Bus Service for people commuting to and from work in the Oban, Lorn and the Isles area. Sally Loudon advised the Management Committee that changes that were agreed as part of the budget consultation exercise last year had taken time to be implemented. She reassured Andrew that she would look into this.</p> <p>Action Points:-</p> <p>The Council Responses on Ferry Review should come back to the Management Committee on 21 March.</p>	All
9	<p>LOCAL AREA COMMUNITY PLANNING UPDATE</p> <p>It was agreed that attendance at LACPG meetings should be monitored and reported back to Management Committee.</p>	Eileen Wilson
10.	<p>CPP BUDGET</p> <p>Jane Fowler provided some information verbally with regards to the Council receiving financial contributions from key partners who would be sent out invoices as normal.</p>	
11.	<p>CO-PRODUCTION CONFERENCE, REQUEST FOR FINANCIAL ASSISTANCE</p> <p>Eileen Wilson presented the paper and it was agreed that the Management Committee are happy to contribute £400 towards the Conference. There was some discussion around how co-production learning could be shared across the CPP. A report will be produced and circulated following the conference.</p>	

12.	<p>COMMUNITY LEARNING AND DEVELOPMENT STRATEGY EVENT</p> <p>Management Committee were advised that there were 6 places available at the CLD Strategy Event.</p> <p>Action Points:- Jeannie Holles to bring a report back to Management Committee on 21 March 2012.</p> <p>All nominations to attend the event should go to Eileen Wilson by return.</p>	<p>Jeannie Holles</p> <p>All</p>
13.	<p>MEETING DATES FOR 2012</p> <p>The Management Committee liked the new format and would like the ability to add to it.</p> <p>It was requested that dates for the following strategic partnerships should be added.</p> <ul style="list-style-type: none"> • Third Sector and Communities CPP Sub-group • Health and Social Care Partnership • Community Safety Partnership • Strategic Housing and Communities Forum 	
14.	<p>AOCB</p> <p>It was agreed that more information with regards to the Citizen's Panel should go to the Full Partnership.</p> <p>The Management Committee agreed to delegate the interview and selection process for the new Citizens' Panel contract to a sub group. The sub group will consist of the Chair of the Management Committee, Community Planning Manager, ABC Research and Information Officer and a Council Procurement Officer.</p> <p>Sally Loudon advised the meeting of a complaint that she had received regarding the Council's role in Local Community Planning.</p> <p>The meeting noted that Local Community Planning Groups have been reviewed and as a result, changes are being recommended. It was noted that partners agreed that the Community Planning Partnership has an appropriate level of Council Leadership</p> <p>It was noted that the SNH and HIE offices are available for future Management Committee meetings.</p> <p>Sally advised the Management Committee of the current COSLA/Scottish Government review of Community Planning. More information to come to the next Management Committee.</p>	

	Action Points:- Community Planning Partnership Review by COSLA/Scottish Government – this is a tight timescale and a paper should go to the Full Partnership on 15 February.	
15.	DATE OF NEXT MEETING The next meeting will be on Wednesday the 21 st March 2012	

DRAFT

**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date: 21st March 2012**



Title: ARGYLL AND BUTE LOCAL SERVICES INITIATIVE - Working with Carnegie UK Trust, Third Sector Partnership (Argyll and Bute Social Enterprise Network and Argyll Voluntary Action), NHS.

1. SUMMARY

- 1.1** The aim of this report is to update the CPP Management Committee on the work of the Argyll and Bute Local Services Initiative (ABLSI) focussing on;
- a) the ongoing social enterprise work with Argyll and Bute Council services which are undergoing review and
 - b) plans for the future of the initiative to share learning.

2. RECOMMENDATIONS

- 2.1** Note the benefits of the ABLSI project in assisting the Council and social enterprises to work together to improve processes and service delivery.
- 2.2** Note ABLSI agreement to share learning through Carnegie UK Trust.

3. DETAIL

3.1 ABSLI Background

ABLSI is a partnership of statutory and third sector organisations, and the Carnegie UK Trust. It delivers on many of the recommendations of the *Harnessing the Potential of the Third Sector to Help Achieve Council Objectives, Demonstration Project, 2010*.

ABLSI aims to identify service areas where there is a real potential for the public sector in Argyll and Bute to work with the third sector to determine ways in which co-production might improve the quality of services while also achieving efficiencies. It also aims to share this learning with others in the Carnegie UK Trust Community of Practice, and learn from other members. This work is supported by HIE and has a budget of £90,000 to March 2013. From this total budget, approx £60,000 now remains and is aligned to our workplan, and previous spend has been in the areas of work outlined below.

3.2. Areas of work

The partners in ABSLI offered support to all Council service review managers through open sessions on social enterprise and detailing what support ABLSI could provide namely; identification of best practice, consultation with third sector, skills audit, social enterprise training and facilitating cross-departmental working. As a result of this, ABLSI is providing direct support to the services below and is developing an Impact Assessment Toolkit for use by services. This will help measure

impacts on both council and other statutory organisations such as NHS, and is intended to form part of service reviews alongside the Equality Impact Assessment Toolkit. Work with services;

Waste Management – support to social enterprises undergoing budget cuts, and facilitated sessions on SLA's and contracts with the Council have led to a better understanding for both and a way forward. A re-use event and review of potential growth of community recycling will take place in May 2012.

Education – Social enterprise information and a budget provided to establish Artsquest. This work has been completed with learning still to be captured.

Children and Families – support through time, information and finance, for co-production approach to wholesale changes in the grant process. The first stage of this was a stakeholder engagement event hosted by Governance International which resulted in the attached document *Making it Better, Argyll and Bute Children and Families Event*. This event/document provided the foundation for taking forward a programme of work which culminated in changes presented to the council as part of the ongoing budget process. We will continue to support the proposed changes where it fits with ABLSI objectives.

Planning – Assisting and part financing feasibility study into the establishment of a Coast and Countryside Trust. This will report back in May 2012.

Older People's Services – Providing information and support, including training to council staff wishing to consider establishing a social enterprise. This has resulted in two possible new start ups.

3.3 Reflecting, Improving and Sharing Learning

In order for ABLSI to make improvements to social enterprise delivery of council and NHS services, we are considering learning from both our work to date, and capturing learning from other local authority areas. This will culminate in a series of attendance at community events during the year, and a separate event for council members and managers in September 2012 which will support learning/continuous improvement.

This work will be supported by Carnegie UK Trust who have recruited an associate to assist in the sharing of learning and input into the Community of Practice. This associate is leading on the topic 'The Transfer Process' and is looking across the UK at how and whether services can be effectively transferred from local authority control (<http://fieryspirits.com/group/ruralservices>). Learning gathered from this will feed into the council member and manager event, and the wider social enterprise sector.

To ensure that our learning from Argyll and Bute is robust we need to include all viewpoints; social enterprises, service review managers, directors, members and officers, and NHS. Those who have been involved in the projects will feed into the learning as part of our agreement with Carnegie.

The work of Carnegie UK Trust enjoys a high profile within the UK and abroad, with the Chief Executive, Martyn Evans, speaking most recently at the *Christie Conference "Public Sector Reform - A Roadmap for Change"* at Holyrood, and chairing *the Big Society Event* in Edinburgh on 31st October 2011.

4. CONCLUSION

4.1 The ABLSI project is a unique opportunity for developing co-production of service delivery with the Third Sector and furthering the work of the Demonstration Project. It has assisted in improving the Children and Families grant process and Waste Management contracts, and indeed, through a more open dialogue, has improved relationships between the council and third sector partners.

To capitalise on learning to date and assist in continuous improvement, everyone involved in the process, and our partner agencies involved in similar work, need to share their experiences. This will ensure that the learning we capture is reflective of everyone involved in the decision-making process and allow us to produce conclusions for our proposed events and to share these with Carnegie UK Trust.

5. IMPLICATIONS

Policy: ABLSI fits with a range of Council outcomes and in particular 'We engage with our partners, our communities and our customers to deliver best value services'. It also fits with the SOA FL2 Improved support for Third Sector organisations, and delivers on Demonstration Project recommendations.

Financial: ABLSI budget remaining is £60,000 – Although this money can't be paid to the council it can continue to facilitate significant consultation work.

Personnel: Staff from identified services will be required to develop and deliver this work.

Equal Opportunity: This is an inclusive development and all equal opportunities obligations will be met.

For further information contact: Arlene Cullum
Telephone: 01436 658727

LIST OF BACKGROUND PAPERS:

- Making it Better Argyll and Bute Children and Families Event
- Argyll and Bute Local Services Initiative Flyer

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Making It Better Argyll and Bute Children and Families Event



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Executive Summary

This report sets out the results from a day of information sharing, thought-provoking discussions and joint planning for the future of Children and Families Services in Argyll and Bute in May 2011, bringing together Argyll and Bute Council, ABSEN, Carnegie UK and over 26 providers of Children and Families Services in the area.

Priorities for change identified by participants

One of the strongest messages from the group was that they would like to see funding which lasted for more than one year – contracts for 2 or 3 years would enable improved internal planning and greater efficiency, reduce stress, lighten the paperwork burden on staff and provide more security and stability to third sector organisations. Council staff made the point, however, that this would mean that funding decisions, once taken, would not be revisited for several years, with potential severe consequences for third sector organisations not funded the first time round.

Participants were also strongly in favour of moving the application process on-line, with electronic signatures. This would eliminate duplication, save on copying, and provide a portal for all departments to access applications. It was suggested that the electronic applications process and the application forms should be co-designed by the Council and local organisations.

Participants recommended creation of a central database, which would allow applicants to input and regularly update, information about their organisations, and which all grant providers could access, so that applicants did not have to provide this several times in different formats. An integrated system of information sharing between social work and health was especially stressed.

Local organisations also stressed the importance of getting both their grant notification and (some at least of) their funding before the year starts.

Participants believed the Council should listen to local organisations and value their services – it was felt that the voluntary sector and people who use services do not currently have an effective voice. The Council should visit staff and service users before making funding decisions, to identify services potentially available and service priorities.

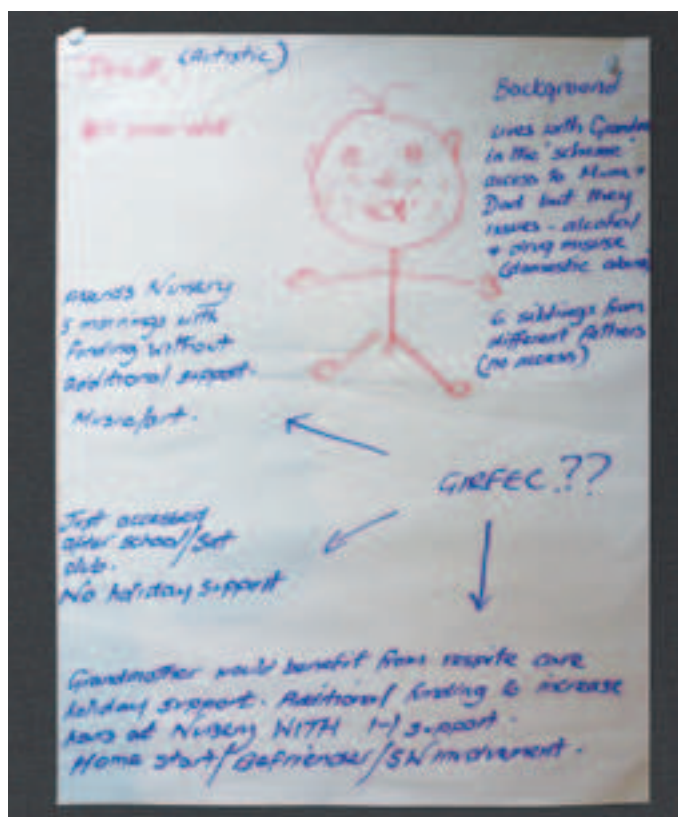
Handling the reduction of funding from the Council

Participants considered how the funding reduction might be handled. They suggested:

- ▮ streamlining and restructuring of services within organisations;
- ▮ reprioritising by local organisations of their own needs and targets;
- ▮ applying for alternative sources of funding.

They also considered possible non-financial support from the Council to the organisations, including:

- ▮ working in partnership to share knowledge, skills, and resources, and keep money in the local economy;
- ▮ considering possible mergers between similar organisations to create synergy;
- ▮ creating better links to the development trusts that exist in Argyll and Bute;
- ▮ utilising the community more, e.g. through time banks, social enterprises and client-led delivery.



To improve working with the Council, participants asked for:

- | a named contact;
- | training and development opportunities;
- | better cross departmental communication;
- | cost effective use of premises and vehicles;
- | better communication, particularly through ICT, e.g. Skype or video conferencing.

co-ordination or potential mergers and to disseminate best practice throughout Argyll and Bute;

- | exploring possibilities of using new media like video conferencing to enable cost effective engagement;
- | demonstrating mutual honesty and respect at all times, including the Council working together with local organisations so that they can harness each other's experience and resources;
- | following its review, the Council should make tough decisions to save money and prioritise spending.

Setting criteria for deciding who to fund

Participants suggested the following criteria:

- | implementation of 'Getting it right for every child' principles;
- | the service needs to be financially viable and meet a recognised need for the service;
- | fit with Argyll and Bute's overall strategy (balancing critical needs with responsive/preventative services);
- | providing clear and consistent outcomes that the Council agrees with the organisation and its users;
- | client feedback information should be requested and reported;
- | 'level four' rating and above in SCSWIS inspection reports, to demonstrate quality;
- | employment and community sustainability impacts in rural areas from funding decisions.

What should local organisations do, moving forward?

Participants suggested:

- | renewed efforts to build positive relationships and regular dialogue with similar local organisations to share expertise, facilities, and resources;
- | recruiting more volunteers to assist in the delivery of services;
- | reducing third sector dependence on Council funding and developing private or social enterprise models.

What practical steps can the council take?

Suggestions included:

- | 'co-production' by November 2011 of a new system for funding applications, including funding criteria;
- | considering people who use services and carers throughout the whole process;
- | better communications and more listening to providers, including regular updating and asking for views;
- | a streamlined data collection process and development of a central database;
- | one contract or service level agreement per organisation;
- | regular discussions with third sector organisations on a local or thematic basis to look at improved



Commitments made

Mark Lines said it had become clear that groups can work together better, and that ABLSI partners can provide a brokerage role for this. Moving forward, it will be important to continue to have meetings with representative groups of people and third sector organisations, to inform the Council's work. He committed to widen the groups involved in the consultation process, to include both those groups not currently receiving funding and also children and young people, emphasising that their experiences could inform service priorities. He also made a commitment to a 'clearer, simpler, more transparent and better information flow'. Mark committed to create a working group on changes that should be made to the application process, with a meeting in the autumn to take this forward.

Mark Lines concluded by saying he hoped to have developed a revised system by 1 April 2012, so that by this date third sector groups:

- would know about their funding;
- would know the requirements attached to their funding;
- wouldn't face problems of having to duplicate documents; and
- would have a 'clearer, simpler, more transparent and better information flow'.

ABSEN suggested that this approach should be taken by other departments in Argyll and Bute Council. ABSEN would support the working groups in this engagement process, e.g. by helping with expenses, where appropriate.

... and finally

The evaluations of the event by participants (average score: 8.9 out of 10) highlighted the 'open honest discussion', which was 'very interactive' and that 'really got into the issues'. All but two attendees indicated that they wanted to continue to be involved in the consultation. Participant responses made it clear they were pleased that the Council was consulting their organisation but also that they wanted feedback and actions as a result of the discussions.



Making it Better, Argyll and Bute Children and Families event: Full report

This report sets out the results from a day of information sharing, thought-provoking discussions and joint planning for the future of Children and Families Services in Argyll and Bute in May 2011. *Governance International* was commissioned to provide independent facilitation for this innovative partnership event with Argyll and Bute Council, ABSEN, Carnegie UK and over 26 providers of Children and Families Services in the area

The Argyll and Bute Children and Families Service directly provides or commissions support, protection and care for vulnerable children, young people and their families. The Council identified a need to change the way its services are delivered and therefore commissioned a one day consultation event to give providers of services – predominantly third sector organisations – the opportunity to explore how services might be delivered in the future. Two of the key areas for discussion were to debate how commissioners and providers might work in closer partnership and to develop a new grant allocation system which will be more appropriate for an era of collaborative working.

Starting points

The day began with an introduction by Elke Loeffler, Chief Executive of *Governance International*, a social enterprise with international expertise in achieving citizen outcomes. Elke introduced the *Governance International* team and provided an overview of how the day would run.

James Hilder, Chair of ABSEN, an umbrella organisation, which works to emphasize the important role that social enterprises can play in the Argyll and Bute area and the dividends they can provide in the community, welcomed participants and encouraged them to view the consultation event as an opportunity directly to influence discussions about how to tackle the problems of reduced funding facing everyone in the room. He emphasised that the engagement with Argyll and Bute Council was ‘pushing at an open door’, as the Council had flagged up its’ commitment to actively listening to the views of participants.

What are the messages from the Children and Families Service Review?

Mark Lines, Service Manager, Children and Families Service, provided the context for why the consultation was taking place. He explained that there is a major reduction in Council funding, with service reviews tasked with identifying 15 percent savings immediately, and further major savings having to be found in future years. From the Children and Families Services budget of £12.4 million, this amounted to a £1.86 million savings requirement. To identify how to make this large scale saving, Argyll and Bute Council undertook a systematic review of the work that it does. This involved reflecting on all the Children and Families services that are provided, asking challenging questions, such as: Why are they provided? What would happen if they weren’t provided? And could other groups help provide these services?

The service review identified that over £5 million pounds per annum. is spent on children in care. This is spent on homes, fostering, respite care, and other services. At a time when costs need to be reduced there are increasing numbers of children coming into



care nationally (29% increase in spending across Scotland) and the costs of care are increasing above inflation. Mark also highlighted the fact that the Council has statutory requirements to provide certain services, and in these areas the Council often doesn't have as much opportunity to control costs.

Within Argyll and Bute the increased need for and use of Children and Families services can be caused by a wide range of factors – often involving parental drug and alcohol misuse, coupled with parental mental health, poor parenting capacity, domestic violence, or resistance to support.

Mark indicated that the Council in common with others across Scotland has seen increasing numbers of children coming into care following from the Baby Peter and other high profile concerns as well as increasing numbers of older children whose behaviour placed themselves at risk. Agencies are getting better at identifying and responding to concerns earlier. The Council is aware of the importance of reaching vulnerable children early, so that it can prevent or reduce behaviours likely to lead to future problems.

Within the Children and Families Services, the Council has outlined short-, medium- and long-term priorities. Short-term priorities are based around meeting the needs of children currently being looked after, and securing long term stable futures for these children, either at home with support, through kinship care, or moving to alternative families. Medium term priorities are aimed at developing the capacity of the local authority, and the community to meet more children's needs in the community. This would involve developing the Council's ability to manage risk. It is important to the Council that it improves its capability in supporting challenging behaviours in the community by meeting their needs and keeping them in the community. The Council is also seeking to improve interagency responses to vulnerable children and their families by ensuring that the Council engages more effectively with its partners. The long-term priorities for the Council were to improve prevention through effective targeted early interventions. Other priorities included working to extend targeted activity by universal services, like education and health and balancing statutory duties with a commitment to preventative approaches, within a context of having to make major cost savings.

Anne Paterson, Quality Improvement Manager, who has overall responsibility for Argyll and Bute's Early Years Service, outlined the Early Years Framework, published by the Scottish Government in 2008. The framework highlights that from pre-birth throughout the transition to primary education, the environment

that children experience has an impact upon the outcomes they achieve throughout their lives. The framework stresses the impact of targeted interventions, where appropriate, to ensure that children's outcomes are not jeopardised. The early years work is based around four themes. They are:

- Building parental and family capacity pre and post birth.
- Creating communities that provide a supportive environment for children and families.
- Delivering integrated services that meet holistic needs.
- Developing a sustainable workforce to support delivery of the framework.

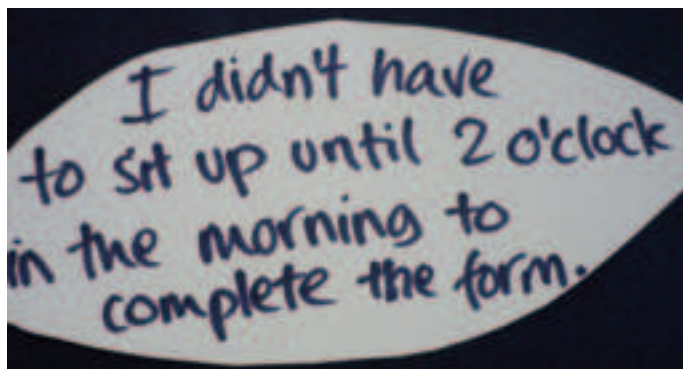
In Argyll and Bute the Early Years Service has an important standing. The Council has developed an integrated service which was informed by three priorities:

- Quality of service
- Engagement of all actors involved with a child receiving support.
- Prevention to stop children being a problem to the community in their late teens and early adulthood.

The Council provided over £650,000 in funding to third sector organisations in Argyll and Bute in 2010-2011. Funding is distributed through various mechanisms and 9 budget streams

The Council decided there would be a 15 percent cut in overall grant funding over the next 3 years. The state of future funding levels for the third sector is unclear, and any new system developed would have to be able to cope with further funding reductions in the





Raising the sights: Identifying potential ways forward from experience elsewhere

Professor Tony Bovaird of *Governance International* and the University of Birmingham outlined how the Council and local organisations in Argyll and Bute could learn lessons from elsewhere in order to find interesting and radically new ways forward.

Budgetary pressures now mean that it is time to create real partnerships. This could take many different forms – for example, it would often involve improved co-operation between the Council, citizens and third sector organisations. However, it was also important that third sector organisations learnt to work more closely in partnership with each other, e.g. through sharing services and resources or through joining up services to make a more attractive offer to citizens.

A critically important opportunity now facing all the commissioners and service providers in Argyll and Bute was co-production of outcomes with users and communities. This usually requires support and mobilisation through third sector organisations but vitally depends on the Council and other public agencies being open to harnessing the vital contributions which users and communities can make. It involves the Council and other public agencies being prepared to change the relationship between themselves, their communities and the people using services. Co-production involves the use of society's resources – not just resources provided by the public sector, to improve the effectiveness of public services and quality

future. In this climate of uncertainty the Council emphasized that it was keen to improve its relationship with its partners to ensure the most effective support. Mark and Anne drew particular attention to several issues that were highlighted in the service review, including:

- the current application process with multiple mechanisms and budget streams is inefficient and liable to cause confusion;
- currently funding allocations and Service Level Agreements have been liable to emphasise activity at the expense of outcomes;
- the current system has not always ensured best value, benefit or impact for service priorities;
- funding priorities have not been systematically reviewed to ensure alignment to changing priorities;
- supporting new services from limited funding – funding tends to be allocated on a yearly basis to a similar range of groups and organisations. The Council is keen to explore how its funding system is able to facilitate innovative or new initiatives.

To address these issues the Council aims to develop a new approach in time for the April 2012 funding process. This new approach would involve: a streamlined and efficient grant application and assessment process; funding provision aligned to service priorities; a greater outcomes focus; services being personalised to circumstances and needs.

The Council made it clear that it would not simply dictate this new approach. Instead Mark Lines emphasized that he wanted to engage with groups to explore together the best way forward to meet these outcomes. Indeed, this event had been organised with the express intention of helping to devise a new way of delivering services and allocating resources. It is part of an early consultation process, with a number of events designed to allow groups and individuals to be more closely involved in the decision making process.



of life for all citizens. Often service users know many things professionals do not and are prepared to devote time and energy to improving outcomes, in ways that can help services to become more efficient. This is often also true of their families, friends, communities and possibly their carers.

Co-production is different from traditional public service provision because it:

- sees service users as asset-holders and active service creators, not simply submissive consumers;
- promotes a cooperative rather than paternalistic relationship between service providers and users;
- improves quality of life by aiming to provide outcomes that citizens have prioritised, rather than simply service outputs valued by managers and professionals

Co-production involves active involvement by people who use services and by their communities in:

- **co-commissioning**, which means supporting people who use services and other citizens to help in prioritising services – this comes naturally to people who have individual budgets but can also be achieved by giving children and young people a voice in setting priorities in services which affect them and in ‘participatory budgeting’ approaches
- **co-design**, which involves changing how services

are designed by bringing in user involvement right at the start of service design rather than at the end. Using co-design, public authorities see the public service experience from the point of view of users and communities. This means: services are personalised to be delivered in the most convenient way; quality of life is improved by tackling the problems that people most care about; public agencies are presented with a wider range of innovative practice to use; and costs are reduced by cutting services that services users don’t value.

- **co-delivery**, which gives people who use services and other citizens an important role in actually carrying out the service (e.g. peer support networks, self-managed conditions, etc.)
- **co-assessment**, which gives people who use services, carers and other citizens a major say in the monitoring and evaluation of how services contribute to outcomes.

Each of these elements of co-production already exists in almost all public agencies – but they have not typically been identified, systematically managed and made the most of, in order to improve outcomes and to reduce the amount of hassle and time wasting which users and communities experience when they try to work with public agencies.

One participant commented that co-production between the Council and the community in Argyll and Bute is ‘long overdue’. Other participants chipped in to say that third sector organisations and the Council are now beginning to share their assets, but that the basic relationship between the sectors still had to be significantly improved, particularly by ensuring that local organisations have appropriate information on their side of the table.

Box: Re-designing website for young people with young people

In Italy, the local council of Modena has been one of the front-runners in co-creating a website for young people with young people. The resulting website www.stradanove.net/v3/ provides relevant information in an accessible language to young people. The co-operation of the young team of website journalists with professionals from a range of public agencies ensures that the information is accurate. The high number of users from all over Italy proves that the website reaches its target group. The same principle has been applied by the local council of Stockport when it co-designed its website on adult social care with a user group. The result: efficiency savings for the council of about £300,000 and much better support for local people are seeking information on available services and support networks. See: www.govint.org/



Mapping existing processes

Participants were asked to highlight the existing processes that they were required to follow in order to receive funding from the Council. It was immediately clear that tight timescales and paperwork were a challenge. The processes required were described by one organisation as a *“Jigsaw of different funders which don’t always fit well together.”* This organisation wanted to start by talking to families to see what they wanted and needed, and then to meet with their own staff to discuss priorities for the following year, which would then result in a plan which would meet the needs of families as well as the criteria of different funders – although it was recognised that sometimes these were mutually exclusive.

Generally organisations commented that the timescale for the processes was too short – with applications forms not arriving till January (and some applicants having to phone the Council to chase up the forms) and the form needing to be submitted in February. Most organisations needed approval and engagement

from their own management committee, which required reasonable timescales.

There were also huge demands for paperwork, which had to be re-submitted every year, even when the Council already held most of this information. Depending on the funding stream, most applications were on paper rather than on-line. Some organisations felt that communication was poor and information about successful applications was sometimes delayed, leading to organisations not knowing about their funding situations, even though they were already delivering the services required. One organisation drew a complex chart outlining the process followed and highlighted the fact that even though they completed their application by February, funding had still not been confirmed by June and emergency funding had to be provided while decisions were finalised.

Some providers acknowledged that they did receive 3 year funding, which was reviewed every year, and others felt that communication with the Council had been effective.



Priorities for change

Participants were asked to think about the ideal grant allocation process and their suggestions were prioritised using a scoring system.

One of the strongest messages from the group was that they would like to see funding which lasted for more than one year. It was felt that contracts for 2 or 3 years would enable improved internal planning and greater efficiency, reduce stress and lighten the paper burden on staff. A number of participants indicated that three year funding would be key to providing third sector organisations with the security and stability they needed to deliver complex services. Council staff made the point, however, that this would mean that funding decisions, once taken, would not be revisited for several years, with potential severe consequences for third sector organisations not funded the first time round.

The representatives were strongly in favour of moving the application process on-line. One participant indicated that they felt the current application process was 'steam driven' and that it was time to go digital. It was felt that this would save on photocopying, and problems with having to decipher somebody else's handwriting. Several participants said their organisations had to provide two copies of an application and then further copies to the legal department. Using an on-line system would reduce this paper trail and provide a portal for departments to access an application.

Participants felt that the Council's demand for a physical signature on applications (rather than allowing an on-line signature) was onerous, and prevented moves to a electronic system. Local organisations felt that this made the application process unnecessarily cumbersome. Combined with this was strong pressure amongst the group for less duplication of paper work when applying. It was suggested that application forms and electronic applications process could be improved if the Council co-designed them with local organisations.

Another important priority was that local organisations should receive both their grant notification and (some at least of) their funding before the year starts. Participants commented that their organisations may be informed by the Council that they will receive funding but then can wait for between two and five months before the money is received. Participants felt it would be a major improvement if they receive the funding at the time that the award is granted. Local organisations emphasized the need for an integrated system of information sharing between social work and health.



Participants felt that communication, partnership working, the setting of realistic time-scales, honesty and transparency were other important principles the Council should uphold. They believed it was important for the Council to listen to local organisations and value the services they provide. Several participants felt Argyll and Bute Council was already good at doing this, while others believed it needed to improve.

There was a general message that people wanted the Council to acknowledge the time and pressure the application process places on local organisations, and that steps should be taken to alleviate this. Some participants indicated they would like to be fully informed of progress and that deadlines should be clear and adhered to. Shorter waiting times for decisions about funding would also reduce stress for all concerned. Two participants suggested that more realistic time-scales for the application process would enable case studies to be provided, which would give decision makers better detail.

Another important suggestion was that people would like to see the creation of a central database. The proposed database would allow applicants to input information about their organisations and regularly update this so that grant providers could access the information, rather than the applicants having to provide this several times in different formats.

Handling reduced funding

Participants outlined what they considered the best ways to handle the funding reduction. They included:

- Streamlining and restructuring of services within organisations (although some organisations felt that they have already completed all the restructuring open to them).
- Reprioritising by local organisations of their own needs and targets.
- Applying for alternative sources of funding (this applied to both the Council and local third sector organisations)

Box: Restructuring services around peer support networks

When teenage pregnancy became a major problem in the London Borough of Lambeth around 2002, it redesigned its approach to focus on peer support networks. Over 200 young people in the borough (aged 14–19) have been trained to go into schools and youth clubs and they lead over 100 workshops per year, which explore why teenage pregnancy happens, its potentially destructive consequences and how young people can ensure that it doesn't happen to them. These have been evaluated by the young people themselves as very effective. Moreover, teenage pregnancy in Lambeth has fallen faster than elsewhere in London. This peer support principle has already been successfully used in Argyll and Bute – an autism group in Oban met on a regular

basis (the 'pool evening') for some time, providing not only a fun night out but also giving support to each other. See www.govint.org/

Possible non-financial support from the Council to the organisations

- Working more in partnerships to share knowledge, training, skills, and resources, and to reduce the amount of money leaving the local economy – examples given included sharing web design or human resource management services or payroll systems.
- Considering possible mergers between similar organisations to create synergy, e.g. through sharing of training and skills.
- Creating better links to the development trusts that exist in Argyll and Bute.
- Utilising the community more, e.g. by creating time banks.
- Considering social enterprise options which could lead to income generation and promote large scale fundraising events.
- Designing client-led delivery in response to self directed support.

Workshop discussions suggested that the Council has a strong role to play in co-ordinating the use of resources, streamlining activity and reducing paperwork.



Participants asked for:

I A named contact:

Access to a designated member of staff to help with specific areas would be helpful. For example – a named member of staff to help with business development and funding bids.

I Training and development:

The Council should continue to provide training possibilities but should consult local organisations to attempt to cater more to their training needs.

I Cross departmental communication:

The Council should try to avoid processes which mean that the money they give to local organisations is then taken away by another part of the public sector (e.g. minibus hire costs are funded by the Council but then have to be paid to another part of the Council).

I Cost effective use of premises:

The Council should attempt to enable local organisations to use Council buildings free of charge or at a subsidised rate. There should be clear information on what Council resources, such as premises and vehicles, are available and under-used.

I Communication:

As part of ensuring that a greater culture of engagement of local organisations is fostered, it was suggested that Argyll and Bute Council should explore the possibilities of more use of ICT. As organisations

within Argyll and Bute are dispersed over a vast distance, use of applications such as Skype or video conferencing could provide a cost effective alternative to the need to travel long distances for meetings.

Criteria for deciding who to fund

The participants were asked in groups to debate what criteria they felt the Council should use when deciding on who should get funding. The following criteria were suggested:

- I Implementation of ‘Getting it right for every child’ principles.
- I The service needs to be financially viable and meets a recognised need for the service.
- I Funding has to fit with Argyll and Bute’s overall strategy (balancing critical needs with responsive and preventative services).
- I Funding decisions should be based upon clear and consistent outcomes that the Council agrees with the organisation and users.
- I Client feedback information should be requested and reported.
- I SCSWIS inspection reports should demonstrate quality – the Council should consider funding providers with level four rating and above.



- Employment and community sustainability aspects of service provision in rural areas should be considered, recognising the possible detriment to the community if funding isn't received.

The participants felt that the voluntary sector and people who use services do not currently have an effective voice. Therefore, the Council should visit and talk to staff and service users before the funding application process. By consulting these groups the Council will be able to gain more knowledge of the services potentially available, and be better at identifying its priorities. This could be done through working with groups of people who use services to design assessment processes.

Box: Moving to outcome-based funding

Some public agencies, such as the partnership for Pan-London Not in Education, Employment or Training (NEET) provision, are already reconsidering the movement in recent years towards 'procurement' and 'project-based funding' and moving to outcome-based funding, based 'black-box commissioning', in order to achieve innovation and flexibility. This is because, in some services, it is still not possible to write a convincing specification for achieving outcomes. Here, the agencies have simply asked third sector organisations how much funding they would need to achieve desired levels of outcomes and they have funded those with

the most convincing 'story'. The outcomes will be monitored carefully and those who achieve will be further funded, those who don't will lose all funding. This cuts down bureaucracy and concentrates funding on those who can deliver outcomes that matter. See <http://bit.ly/oqsw2l>

What can the Council do?

Participants from the third sector organisations outlined what they believed the Council could do to improve working relationships with them.

- Communicate with and listen to providers.
- Meet and agree a new system for funding applications, including essential criteria for funding applications – i.e. to 'co-produce' a new system by November 2011. This would require agreement on a process for developing proposals over the summer and then in the autumn putting a draft funding application system to a sub-group of those willing to work on this.
- Streamline the data collection process.
- Develop a central database for information to be uploaded.
- Provide one contract or service level agreement per organisation, issued following a clear application process.



- Following the review of spending and priorities, the Council should make tough decisions to save money and prioritise spending.
- Consider people who use services and carers throughout the whole process.
- Organisations would benefit from a facilitated discussion on a local or thematic basis to look at improved co-ordination or potential mergers of local organisations, and disseminate best practice throughout Argyll and Bute. The Council should explore the possibilities of using new media like video conferencing to enable cost effective engagement.
- The Council should be less judgemental of other agencies. It should also work together with local organisations using non-Council employees' experiences and resources (time and energy) and give help in kind by sharing knowledge and experience.
- Demonstrate mutual honesty and respect at all times.
- Participants also suggested that the Council should regularly update them on developments and ask their views on future steps.

What should local organisations do moving forward?

Given the seriousness of the funding situation, one of the representatives commented that local organisations had to adopt a "wartime" mentality and 'keep calm and carry on'. Participants at the event emphasised that they should now make renewed efforts to build positive relationships that involved regular dialogue with similar local organisations to organise how they can share expertise, facilities, and streamline resources. As part of this, one participant said they would speak to other voluntary early years groups in their area to see if they could establish regular 'liaison' meetings. Local organisations also made it clear that they would have to look for more volunteers to assist in the delivery of services.

It was also proposed that local organisations needed to be working towards reducing their dependence upon Council funding and looking to develop business towards private or social enterprise activities.



The final word and commitments made

Mark Lines indicated that it had become clear that groups can work together better, and perhaps the ABL-SI partners can provide a brokerage role within this process. Moving forward, he reiterated how important it was to continue to have meetings with representative groups of people and third sector organisations, to inform the work that the Council does.

Mark also made the commitment to widen the groups who would be involved in the consultation process, to include those not currently receiving funding. He stressed the importance of ensuring the greater involvement of children, emphasizing that their experiences could inform service priorities. He explained that the Council was working to improve this. He also made a commitment to a 'clearer, simpler, more transparent and better information flow'.

Mark committed to create a working group of those people who agreed to be involved to work on changes that should be made to the application process. He would set up a meeting in the autumn to take this work forward.

ABSEN made it clear that it sees this as just the start – the organisation wants to see this approach taken by other departments in Argyll and Bute Council. ABSEN also stressed it would seek to help and support the working groups involved in this engagement process, e.g. by ensuring that expenses or other issues did not get in the way of participation.

Mark Lines concluded by saying he hoped to have developed a revised system by 1 April 2012, so that by this date third sector groups:

- would know about their funding;
- would know the requirements attached to their funding;
- wouldn't face problems of having to duplicate documents.
- 'clearer, simpler, more transparent and better information flow'.

Evaluation forms

In their evaluations participants gave the event positive feedback giving it an average score of 8.9 out of 10. When asked to highlight the positive aspects of the event participants praised an 'open honest discussion', which was 'very interactive' and that 'really got into the issues'. Another member of the group commented there was a 'stronger sense that things will be achieved'

They also praised the facilitation of the event for not being 'protective or defensive of the Council'. One individual 'liked the fact that views of the 3rd sector have been recorded and hopefully used constructively'. All but two of the attendees indicated that they wanted to continue to be involved in the consultation. Another participant said they would 'like to see more involvement from the voluntary sector in events like this as all the decisions made by the Council have an effect on us'.

Mark Lines and Anne Paterson's presentation was described by participants as 'clear and concise' with 'room for debate and discussion'. Another participant commented that Council 'priorities [were] clearly set out' and there was a 'clear explanation of the Council position'.

Participants felt that the discussions during the day were 'very useful and informative' and 'allowed different ideas to come through'. They allowed the groups 'time to think and listen to other organisations and Council' and were designed 'for us to come up with solutions not just identify problems'. Participants made it clear in their responses that they were pleased that the Council wanted to be involved in consulting their organisations but wanted to have feedback and actions as a result of the discussions. For example, one participant commented **'Thank you to the Council for showing respect as it does not often take place. Now I look forward to action.'**

Appendix

The consultation event was attended by representatives of:

ABSEN

Achievement Bute

**Argyll and Bute Council
(including a councillor)**

Befrienders

Blue Triangle (Glasgow) Housing Association Ltd

Escape (out of school care project)

Family mediation Argyll and Bute

Happy House Christian Preschool

Help (Argyll and Bute)

Homestart Majik

Homestart OLI

Innellan & Toward Family Centre

Jigsaw

Kanga Rhu Preschool

Kidlywinks Nursery

Kintyre Toy Library

Meadows Under Fives

Mulberry Bush Children's Nurseries

NHS Highland

Patchwork 2 to 5 Group

Patchwork 2 to 5 Nursery

Riverside Rascals Day Nursery Ltd

Scottish Society for Autism

Social Care and Social Work Improvement Scotland.

**Soroba Young Family Group Development Worker
project**

Contact:

Governance International

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Argyll and Bute Local Services Initiative

What is ABLSI

ABLSI is a partnership initiative bringing together Argyll and Bute Council, Argyll and Bute Social Enterprise Network, Argyll Voluntary Action, and Argyll & Bute Community Health, NHS.

ABLSI is investigating whether asset-based approaches to service innovation can help to sustain (and improve) services even during a time of cuts and increasing actual costs. It offers an opportunity for local practitioners to learn from practice, analyse risk factors and develop and support stakeholders to develop service models which meet the long term needs of communities.

The work is part of a Rural Development Community of Practice (CoP), which is supported by Carnegie UK Trust and Highlands and Islands Enterprise. The CoP enables activists, professionals and policy makers from across the UK and Ireland to support and learn from one other online and at face-face events.



How ABLSI came about

The ABLSI was developed based on recommendations from the Argyll and Bute 'Harnessing the Potential of the Third Sector to Help Achieve Council Objectives Demonstration Project' (Demonstration Project.) This was established in 2008 following a meeting between the Council Leader and the Head of the Big Lottery Fund in Scotland. It is a record of the work that Argyll and Bute Council under-took to help develop and maintain sustainable communities, working jointly with community, voluntary and social enterprise organisations, collectively known as the Third Sector.

In 2007 Carnegie UK Trust was invited to speak at the Community Planning Partnership Biennial Conference in Rothesay. This meeting led to an informal partnership between the Trust and the Council. In March 2008, Carnegie UK Trust and the Council Leader delivered a joint paper to the Convention of the Highlands and Islands in Inverness. This paper laid down the challenges for local authorities in ensuring the sustainability of rural communities, and it is these challenges, which encapsulated the Demonstration Project work programme.

The full report from the Demonstration Project with recommendations can be viewed here - <http://www.argyll-bute.gov.uk/community-life-and-leisure/demonstration-project>

Participation in Carnegie UK Trust Rural Development Community of Practice

The Demonstration Project recommended measures to support the development of asset-based approaches to service improvement throughout Argyll and Bute. One recommendation proposed continued working with Carnegie UK Trust to ensure local practitioners benefited from exchanging learning with others across the UK and Ireland.

On the basis of this recommendation, Carnegie UK Trust and Highlands and Islands Enterprise came together to support the establishment of a new initiative - the Argyll and Bute Local Services Initiative (ABLSI), to:

Identify service areas where there is a real potential for the public sector in Argyll and Bute to work with the Third Sector over a period of time to determine ways in which collaboration might improve the quality of services while also achieving efficiencies.

Current Work (2011)

Within the current climate of reduced budgets, the public sector is faced with difficult challenges in continuing to deliver services for communities at a lower price where actual costs are continuing to increase. ABLSI partners including the Council and NHS in Argyll and Bute recognise that



communities and the Third Sector are important resources for delivering local solutions to local issues. They also recognise the need to factor in impacts on community sustainability and quality of life of any changes.

During 2011, the Argyll and Bute Local Services Initiative will be working in the areas of:

- Funding (Participative and open budget planning.)
- Procurement and risk management
- Asset development – skills and training
- Asset-transfer (physical)



Focus of Inquiry

Throughout the project we will gather information from existing examples of practice and new areas of work to identify the essential operational elements that are required for public services to develop effectively and sustainably with the third sector. Areas of focus will include:

- Access to capacity and skills for delivering and managing services for the long term future.
- Factors such as financial and organisational security as well as risk management which enable organisations to build from a robust starting point.
- Considerations when transferring assets, either human or physical to maximise community benefits.



How to get involved

- If you are a third sector organisation in Argyll and Bute and want to find out more – please contact Bill Stewart, Development Manager, ABSEN- william.stewart@absen.org.uk
- If you are interested in this area of work and would like to find out more or share your experiences please sign up to the community of practice – www.fieryspirits.com and join in the discussions in the Developing Rural Services – Transfer Process theme topic. <http://fieryspirits.com/page/developing-rural-services>



**Argyll and Bute Community Planning
Partnership****Management Committee
21 March 2012**

**Scottish Government Review of Community Planning – Statement of
Ambition**

1. SUMMARY

- 1.1** This report informs the partnership on the progress being made in the Scottish Government's review of Community Planning.

2. RECOMMENDATIONS

- 2.1** It is recommended that the Management Committee note the report.
- 2.2** The Management Committee is asked to note the attached draft statement of ambition.
- 2.3** The Management Committee note that the Pathfinder for Police and Fire national forces will integrate with the review of Community Planning and will present positive opportunities for better integrated working at an Argyll and Bute level.

3. BACKGROUND

- 3.1** The Scottish Government is currently undertaking a 3 stage review of community planning. This is being carried out in partnership with COSLA, SOLACE and the Improvement Service. Audit Scotland and the Accounts Commission have also been involved.
- 3.2** There are a number of stages to the review and different timescales attached to them. The principle is to establish whether community planning is as effective as it could be and whether there are changes that could be made from the centre that would allow for better decentralized and integrated decision making across the public sector.
- 3.3** The first stage was to produce a clear statement jointly developed by partners regarding what is expected of the Community Planning process in terms of partner involvement, identification of priorities, and the achievement of better outcomes for communities that are clear and measurable. This statement is now available in draft.
- 3.4** The second stage will be an assessment of what capacity and systems local Community Planning Partnerships would have to

have at their disposal in order to effectively deliver the joint expectation of Community Planning. There is an understanding that while this may involve the development of practice issues locally it is equally likely to require changes in systems and legislation nationally.

- 3.5** The third stage of the process is to begin to implement the changes that will allow local partnerships to build the capacity to deliver on the shared statement of Community Planning purpose and expectation. This stage may involve the sharing of best practice, training and development for public sector staff, the creation of new systems at a national level and potentially new legislation if it is deemed to be required.
- 3.6** The statement of ambition is now available and it is hoped that this will enable new Councils to have a clear view of their leadership responsibility after the elections in May. The Statement of Ambition is attached to this report.
- 3.7** The latter two stages of the review i.e. identifying the capacities required and beginning to develop them will necessarily follow after that first stage is concluded. Further information on this will be reported to the partnership as it is made available.
- 3.8** The process of agreeing the joint statement is taking place through the joint review group at national level. It is not clear what the role of Community Planning Partnerships will be in developing this, although the Council will have an opportunity to comment at COSLA Leadership meetings.

4. CONCLUSION

- 4.1** The review will assist in aligning Community Planning with the results of the Christie Commission report on public sector reform. Integration of these proposed changes with the pathfinders and creation of national police and fire services will be critical and this has already been raised by partners with Scottish Government.

For further information contact: Jane Fowler, Head of Improvement and HR, Argyll and Bute Council

Telephone 01546 604466

REVIEW OF COMMUNITY PLANNING AND SINGLE OUTCOME AGREEMENTS: DRAFT STATEMENT OF AMBITION

Introduction

1. The Scottish Government and COSLA remain fully committed to Community Planning and Single Outcome Agreements as the key strategic building blocks in the delivery of better outcomes for local communities in Scotland. This framework, within the broader partnership between national and local government, has supported substantial improvements in partnership working between public sector agencies and communities at the local level.
2. The Christie Commission found that action is required to build upon the success of this framework in order to respond effectively to the pressures of demand for services and budgetary constraints in achieving better outcomes for communities. The Scottish Government has agreed with these conclusions and has established a broad programme of public service reform.
3. This Review is a central part of this programme of reform. It will ensure that the framework of Community Planning and Single Outcome Agreements develops further and more quickly in order to drive the pace of service integration and increase the focus on prevention. It will also ensure that the framework remains fit for purpose in the light of wider reform initiatives, such as the integration of older people's health and social care and the establishment of single police and fire services.
4. Against this background, the rest of this paper sets out a statement of ambition for Community Planning and Single Outcome Agreements. It describes what, in broad terms, community planning partnerships (CPPs) must be able to achieve and what is required of single outcome agreements (SOAs).

Statement of Ambition

5. The Scottish Government, COSLA and representatives of Community Planning partners recognise that changes will be required, including as necessary legislative change, to ensure the successful realisation of the ambitions described here. A programme of reform and a timetable for its implementation will be developed by the Review group, including the establishment of SOAs as binding agreements with appropriate monitoring. The statement below provides a clear basis for this programme, supports the extensive developmental work already underway within partnerships and makes clear the ambitions of Scottish Government, COSLA and representatives of community planning partners to quickly move forward after the local elections in May.

What community planning partnerships must do

6. CPPs must be effective in mobilising all relevant agencies in developing a clear and evidence-based understanding of needs and opportunities for local communities, drawn from all the knowledge and resources of all partners, local and national. They must ensure genuine planning for places; planning which recognises the distinct and particular needs and circumstances of different communities; planning which provides clear, unambiguous prioritisation of outcomes and areas of focus for improvement. This planning process must then translate to hard-edged delivery of local priorities. To achieve that, CPPs must have a clear understanding of respective partner contributions and how total resources will be targeted to deliver the priorities.

7. CPPs must identify the changes required at all levels, both within the partnership and the partner organisations, whether local or national, in order to deliver their priorities, and must reflect this in improvement planning and delivery. The CPP must ensure meaningful engagement of communities, individuals and the 3rd and business sectors in this prioritisation, and ensure the effective integration of services which meet these needs.
8. At the heart of CPP activity is the development of an SOA which is an explicit and binding 'plan for place' to be agreed with the Scottish Government. The SOA must include formally agreed outcomes, indicators and targets, for which all partners are jointly accountable in line with their respective contributions. The SOA must be clear about both the long term outcomes which communities need over the next 10 or so years, and the intermediate outcomes, indicators and targets by which improvements will be demonstrated over the short and medium term to deliver the long term outcomes which are sought. The CPP must ensure the SOA is resourced; partners must contribute appropriately and will be held to account by the CPP and by local elected members and the Scottish Government for these contributions. Where changes are required, including through legislation, to ensure that the SOA is an effective and binding plan for place which drives integration and a focus on prevention, these changes will be made.
9. A preventative approach and rigorous pursuit of the public service integration needed to deliver local priority outcomes must be at the heart of Community Planning and SOAs. Responsiveness to local circumstances is at the heart of Community Planning and the SOA, but the context of the National Performance Framework, and national requirements and standards must be reflected where appropriate.

How community planning partnerships must operate

10. CPPs have developed supporting structures appropriate for local circumstances. The unique role of the CPP is in providing a strategic overview across all partners, ensuring effective delegation and that where integrated or partnership based approaches are required they are established and resourced. CPPs do not have to take direct responsibility for delivery of outcomes or integration of services where specific fit-for-purpose arrangements are already in place or are being developed. But they must have strategic oversight of such arrangements, and be satisfied that they are robust and appropriately joined-up within its overall assessment of localities.
11. The proposals to integrate older people's health and social care services are a particular case in point and demonstrate this approach. CPPs must satisfy themselves that these new integrated services are appropriately connected to their wider assessment of the needs of local communities. CPPs must also ensure that the outcomes required to be delivered by these new integrated partnerships are reflected in SOAs and wider CPP planning. The wider context of Community Planning and SOAs must in turn be reflected in the implementation of proposals for integration of older peoples' health and social care services.
12. The unique responsibilities of CPPs demand strong governance and accountability arrangements. CPPs must be genuine Boards with all the authority, behaviours and roles that implies for them and constituent partners. They must have appropriately resourced support structures. CPPs must hold all partners to account both for their contribution to local planning and the delivery of those plans – joint and collective accountability, with clear shared responsibility for delivery. Where changes are required, including through legislation, to ensure that this responsibility is exercised and exercisable these changes will be made to ensure that full participation in the

CPP – both in planning and delivery of the priorities which will achieve better outcomes for the local community – will not be optional.

13. Political oversight is a key element in accountability. Local elected members must exercise oversight and formal accountability through their involvement in CPPs and must exercise joint oversight and ensure accountability with the Scottish Government through the SOA. The Scottish Government must hold national agencies to account for their contribution to community planning and SOAs. Where changes, including through legislation, are required in order to ensure effective oversight and accountability arrangements are in place these will be made.

Securing continuous improvement

14. A focus on performance improvement is a fundamental pillar of public service reform and a key element in the development of Community Planning and SOAs. This involves adopting a common approach to outcomes focused performance improvement and quality standards, including performance and quality expectations (with self-assessment as a starting point for all), which drive CPPs to focus on how they will achieve improvements in practice and how they will deploy the totality of partners' resources to achieve the outcomes for which they are jointly accountable.
15. The development of transparent and accessible public reporting, together with an appropriate level of external scrutiny, is key to providing assurance about CPP effectiveness and SOA delivery and to support CPPs in performance improvement. A cohesive approach to capacity building, driven and owned by CPPs themselves, is required which is supported by co-ordinated activity by the Scottish Government, improvement bodies and others where appropriate.

Conclusion

16. This statement makes clear the commitment to community planning and SOAs as a key framework for delivering better outcomes for local communities by increasing the pace of integration of public services and focus on prevention. It sets out in broad terms what is required of CPPs. It provides a shared statement of ambition to underpin both action at a local level by CPPs and indicates the programme of reform to support them in successfully delivering against this ambition.

Annex –

Key Principles for Community Planning (from 'Future Shapes' paper discussed by the Senior Officers Group on 31 Jan)

The following set of principles will shape the further work of the review. The community planning and single outcome agreement framework is about:

- Delivering **demonstrable** improvements to people's lives
- Delivering unambiguous **performance** commitments and cost effective service models
- Using an evidence based approach, underpinned by **disaggregated** data, to drive improvement in the differing needs of local populations
- Focusing upon reducing outcome **gaps** within populations and between areas
- Focusing upon delivering **joint** prioritisation of outcomes, interventions and resource use by public services and in so doing strengthening joint working between and the integration of public services
- Promoting early intervention and **prevention** approaches in reducing outcome inequalities
- Strengthening **scrutiny** by local democratically elected politicians of how partnerships operate to achieve better outcomes
- Strengthening **community** engagement and participation in delivering better outcomes

CPP/SOA Review Team
January 2012



DRAFT

Argyll and Bute
Community Plan
and Single Outcome Agreement
2012-2013

produced by the Argyll and Bute Community Planning Partnership

Nì sinn le chèile gach nì a tha nar comas
Realising our potential together



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Argyll and Bute Community Planning Partnership is committed to promoting equality

Key Principles:

- no-one is disadvantaged because of their race or ethnic origin, disability, gender, age, sexual orientation, or religion and belief
- the differences between people are valued and good relations between groups are promoted
- people are treated fairly and with equal respect
- informed assessments are made on the impact of policies and services
- people are involved in the decisions that affect them and encouraged to participate in public life



Foreword

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Foreword from Chair of CPP and Management Committee.

As Chairs of the Argyll and Bute Community Planning Partnership and Management Committee, we are delighted to introduce this new Community Plan and Single Outcome Agreement that brings together our joint priorities for service delivery in Argyll and Bute.

This is an important time for the public sector, when joint working, cooperation and collaboration is essential to making sure that quality services continue to be delivered efficiently to the people of Argyll and



Cllr Dick Walsh



Derek Leslie

Bute in what is a highly challenging financial environment facing the public and voluntary sectors. From the strategic issues around the integration of health and social care to the local issues of community development and individual volunteering, we all have an important role to play. This document sets out the framework and the priorities for us all to deliver together.

Our focus continues to be on the four main themes that are central to Argyll and Bute: the Economy, Social Affairs, the Environment and our Communities and 3rd Sector. As partners, we are delivering on many important and exciting service improvements, with investment in our towns through the £30m CHORD Programme and the development of significant renewable energy hubs, working closely with communities through the Argyll and Bute Renewables Alliance. We are clear that the economy is a key driver for ensuring that our communities and our young people have a strong and sustainable future. Our agenda for taking early action to support people at risk in our communities is also a clear priority, ensuring that our health, education and social care services are closely aligned.

In these challenging times, effective partnership working is fundamental and this Plan sets out a clear path for us to take together.

Councillor Dick Walsh, Argyll and Bute Council, Chair of the Community Planning Partnership

Derek Leslie, General Manager, Argyll and Bute Community Health Partnership, Chair of the Community Planning Management Committee



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1: Introduction

Community Planning is a process whereby public agencies and other key stakeholders work together to deliver better services and, through representation and participation, involve people and communities in the decisions that affect them most.

The **Scottish Government** and **Argyll and Bute Community Planning Partnership** entered into a new relationship with the Concordat agreed in November 2007. An agreement based upon mutual respect and commitment to shared objectives. The **Single Outcome Agreement** was at the core of that new relationship and reflected the spirit of partnership working in Argyll and Bute. Argyll and Bute's first Single Outcome Agreement was agreed with the Scottish Government in August 2009 and covered three years, from 2009 to 2012, highlighting outcomes to be achieved in that period.

This combined **Community Plan** and **Single Outcome Agreement 2012-2013** will bridge the one year from the end of the Single Outcome Agreement period to the end of the current Community Plan timeframe. This one year plan will continue to ensure that Argyll and Bute contributes to the delivery of the Government's 15 national outcomes and delivers better outcomes for our communities.

The **Argyll and Bute Community Planning Partnership** is focused on what residents have told us is most important to them. This one year combined Community Plan and Single Outcome Agreement sets out the overall direction and vision for the area until 2013 together with our approach to the main issues that face Argyll and Bute. All the partners are committed to this one year plan and each partner has reflected the key issues in their own plans as appropriate.

Delivery through Partnership

The Argyll and Bute Community Planning Partnership is responsible for delivering the Community Plan and Single Outcome Agreement (SOA). This combined plan will be monitored through the Community Planning Partnership's Thematic Groups and by the Management Committee, making sure that that the Community Planning Partnership delivers outcomes.

The vision for community planning in Argyll and Bute is:

Realising Our Potential Together

The core values underpinning this vision are that:

We involve and listen to our customers and communities

We take pride in delivering best value services

We are open, honest, fair and inclusive

We respect and value everyone

Consulting Communities

Through the Argyll and Bute Citizens' Panel and local consultation events the CPP asks about issues affecting communities. Last year you told us that you wanted front line services protected and savings should be made in non essential functions such as travel, subsistence, venue hire and advertising and that there should be increases in fees and other charges. You also told us that more money needed to be spent on our roads and as a result of that an additional £15m was committed over three years.



2: Local Context

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About Argyll and Bute

Argyll and Bute is an area of outstanding beauty and varied geography stretching from the main urban area of Helensburgh in the east to the island of Tiree in the West.



The area's population of 89,200 is spread across the second largest local authority area in Scotland and has the third sparsest population density, with an average population density of just 0.13 persons per hectare. Seventeen per cent of Argyll and Bute's population live on Islands. Forty-five per cent live in settlements of 3,000 or more people; conversely, 55 per cent of Argyll and Bute's population live in settlements smaller than 3,000 people, or outwith settlements altogether. 80 per cent of Argyll and Bute's population live within one kilometre of the coast.

Argyll and Bute has 25 inhabited islands, including Bute, Islay, Jura, Mull, Iona, Coll and Tiree, more than any other local authority in Scotland. The area is also home to Loch Awe (at 41 kilometres, the longest freshwater body in Britain) and several long sea lochs, which bisect the landscape.



The importance of the natural environment is indicated by the 120 Sites of Special Scientific Interest that have been designated within the area. Combined, these cover almost ten per cent of Argyll and Bute's land area. Additionally, almost thirty per cent of the Loch Lomond and the Trossachs National Park area falls within the area.

The People

The changing demographic profile of the area presents one of the area's greatest challenges. Over the twenty-five year period from 2008, the proportion of 0-15 year olds is projected to fall by almost 14%, working age population by almost 14%, and the proportion of the population of pensionable age to increase by 20%. Average gross weekly pay for fulltime workers is lower in Argyll and Bute than in Scotland (£470.20, compared to a Scottish average of £486.90). An estimated 15 per cent of jobs in Argyll and Bute are tourism-related. This compares to 9 per cent of Scottish jobs. Service sector jobs account for 86 per cent of all employee jobs in Argyll and Bute, compared to 82 per cent across Scotland. Thirty-four per cent of employee jobs in Argyll and Bute are in 'public administration, education and health'. This compares to 32 per cent for Scotland.

Our challenges

The key challenges we face relate to:

- **our geography** – a highly rural area with many small communities, often separated by water. Access to the area and to key services are perennial challenges
- **changing population** – with more extremes than most of Scotland and the differences are getting greater we face increasing costs and challenges to deliver services to older people and the need to encourage young people to move to the area so that our economy can grow
- **people on the fringe** – many of our communities are very isolated and risk collapsing as population changes take affect alongside urban communities where deprivation can create real hardships
- **the financial pressure on public services** as we have to find efficiencies for services directed to communities that are costly to support

2: Argyll and Bute Community Planning Partnership

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The Argyll and Bute Community Planning Partnership

The Partnership was set up in 2001 to coordinate the delivery of services and other activities in Argyll and Bute to improve the quality of life and physical environment for residents and visitors to the area. The Partnership consists of a number of groups:

The Full Partnership

-this is the body that provides the governance – the overall leadership and representation to ensure that the different groups and organisations that make up the Partnership are focused on the community's priorities. It is chaired by the Leader of the Council, the person with the clearest democratic authority in the area.



The Management Committee

-this is the decision-making body for the Partnership. Partner organisations chair the Committee on a rotational basis.

The Management Committee meets every two months and brings together the organisations with the most significant influence on service delivery in Argyll and Bute.

The Management Committee ensures that the work of the Partnership has the leadership and capacity to do its job.

Thematic Groups

-these groups coordinate the activities of relevant members of the Partnership to ensure that the plan agreed by the Full Partnership is delivered. This plan sets out the community planning partnership's priorities under the 4 themes of:

Economy; Environment; Social Affairs and Third Sector and Communities.

Strategic Partnerships

-there are a number of strategic partnerships in Argyll and Bute helping deliver Community Planning outcomes.

Local Community Planning

-these local partnerships are made up of local representatives of Community Planning Partners and local communities.



3: CPP Themes and National Outcomes

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CPP Theme	National Outcomes
<p>Argyll and Bute Community Planning Partnership</p>	<p>15—Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</p>
 <p>Economy</p>	<p>1—We live in a Scotland that is the most attractive place for doing business in Europe. 2—We realise our full economic potential with more and better employment opportunities for our people . 3—We are better educated, more skilled and more successful, renowned for our research and innovation.</p>
 <p>Environment</p>	<p>10—We live in well designed, sustainable places where people are able to access the amenities and services they need. 12—We value and enjoy our built and natural environment and protect it and enhance it for future generations. 14—We reduce the local and global environmental impact of our consumption and production</p>
 <p>Social Affairs</p>	<p>3—We are better educated, more skilled and more successful, renowned for our research and innovation. 4—Our young people are successful learners, confident individuals, effective contributors and responsible citizens. 5—Our children have the best start in life and are ready to succeed. 6—We live longer, healthier lives. 7—We have tackled the significant inequalities in Scottish life. 8—We have improved the life chances for children, young people and families at risk 9—We live our lives safe from crime, disorder and danger</p>
 <p>3rd Sector and Communities</p>	<p>7—We have tackled the significant inequalities in Scottish life. 11—We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others. 13—We take pride in a strong, fair and inclusive national identity.</p>



4: Economy

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We need our people to have the right skills and attitudes to seize opportunities. We need to ensure that our economy is diverse, dynamic and highly adaptable with the ability to attract people of all ages to live and work here.

Local Outcomes	National Outcomes
<p>CPP 1— Argyll and Bute has more new businesses operating in the area, creating more jobs.</p> <p>CPP 2— We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute</p> <p>CPP 3— We have contributed to an environment where existing and new businesses can succeed.</p> <p>CPP 4—Our transport infrastructure adapts and develops to meet the social and economic needs of our communities.</p>	<p>1 We live in a Scotland that is the most attractive place for doing business in Europe.</p> <p>2 We realise our full economic potential with more and better employment opportunities for our people .</p> <p>3 We are better educated, more skilled and more successful, renowned for our research and innovation.</p>

Key Strategic Documents

- **Scottish Government Economic Strategy**
<http://www.scotland.gov.uk/Publications/2011/09/13091128/0>
- **ABC Economic Development Action Plan**
<http://www.argyll-bute.gov.uk/business-and-trade/economic-development-action-plan>
- **Renewable Energy Action Plan**
<http://www.argyll-bute.gov.uk/planning-and-environment/renewable-energy-action-plan>
- **Strategic Housing Investment Plan**
<http://argyllcommunities.org/files/2011/08/LHS-Summary-Email-Version.pdf>
- **A&B Transport Outcome Report 2011/12**
http://www.spt.co.uk/wmslib/Documents_RTS/TORs/argyll_bute.pdf
- **Argyll and Bute Development Plan**
<http://www.argyll-bute.gov.uk/planning-and-environment/local-plan>
- **HIE Operating Plan 2011-14**
<http://www.hie.co.uk/about-hie/news-and-media>
- **Scottish Enterprise Business Plan**
<http://www.scottish-enterprise.com/about-us/what-we-do/our-business-plan.aspx>
- **ABSEN Business Plan**
<http://www.absen.org.uk/articles/article.php?sectionID=5&articleID=43>
- **Skills Development Scotland Strategy**
<http://www.skillsdevelopmentscotland.co.uk/our-story/our-strategy.aspx>



4: Economy

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Code	Outcome	Code	Success measure *	Target/timescale	Benchmark	Lead
CPP 01	Argyll and Bute has more new businesses operating in the area, creating more jobs.	CPP 01.02	No of business start ups supported	135 March 2013	A benchmarking measure will be added as soon as the required start-up data is released from the Business Gateway national team.	Argyll and Bute Council
		CPP 01.04	No of social enterprises assisted to start up	30 March 2013	20	Third Sector Partnership
		CPP 01.05	Number of account managed businesses supported	40 March 2013	No benchmark available	Highlands and islands Enterprise
		CPP 02.04	Increase the number of volunteers or course participants finding employment through gaining skills to 12 by March 2013.	12 March 2013	8 (local)	Third Sector Partnership
		CPP 02.07	No of people in employment and self-employment rate (working age population, 16-64 years)	Measure trends on an annual basis against current actual benchmark data – maintain relative trends.	40,300 and 13.0%	Economy CPP Thematic Group
CPP 02	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute	CPP 02.11	Open new engineering training centre to provide general engineering but also specific renewables training	October 2012	N/A	Argyll College
		CPP 03.01	% CHORD full business cases complete	100% 2012/13	N/A	Argyll and Bute Council
		CPP 03.02	Grants awarded to LEADER projects in rural areas of Argyll and the Islands	£6.5m (cumulative over 2007-13 period)	Unique to the geography of the area. No benchmark available.	Argyll and Bute Council
CPP 03	We have contributed to an environment where existing and new businesses can succeed.	CPP 03.03	Improve the speed and determination of planning applications.	Determine 70% of all applications within their statutory timescale. March 2013	Scottish Average 69% Rural 9 Average 57%	Argyll and Bute Council
		CPP 04.02	Category 1 road defects repaired in accordance with the roads asset management plan	90%	88.25% APSE Performance Network	Argyll and Bute Council
		CPP 04.03	Average response time for completing of planned pre-salting of roads	2.5Hrs	2.25 Hrs APSE Performance Network	Argyll and Bute Council
		CPP 04.04	Street Lighting faults repaired in 7 days	88%	92% APSE Performance Net-work	Argyll and Bute Council
CPP 04	Our transport infrastructure adapts and develops to meet the social and economic needs of our communities.					

*these are only a few of the success measures the CPP Economy Thematic Group uses. For a full list of all the Economic success measures visit <http://www.argyll-bute.gov.uk/community-life-and-leisure/thematic-groups>



4: Economy

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CHORD The Council is progressing well with its ambitious programme of regeneration in the five towns of **C**ampbeltown, **H**elensburgh, **O**ban, **R**othesay and **D**unoon (CHORD). Projects currently being implemented include Townscape Heritage Initiative's (THI) in Campbeltown and Rothesay and the Kinloch Road Regeneration project in Campbeltown. The plans to revitalise Helensburgh's town centre and esplanade should begin in early 2012. We are working to secure capital

funding for Rothesay Pavilion and continue to develop the business cases for the remaining projects within the programme, such as Dunoon and Oban.

The refurbishment of this prominent shopfront in Campbeltown has significantly enhanced the streetscape, bringing vacant floorspace back into use and creating employment.

Works included: Removal of existing board and reinstatement of left hand window; timber repairs to all windows; refurbishment of all doors to both elevations; removal of all redundant signage and cabling; redecoration of all elevations including render, windows, doors, and security bars. The works were completed in August 2011.



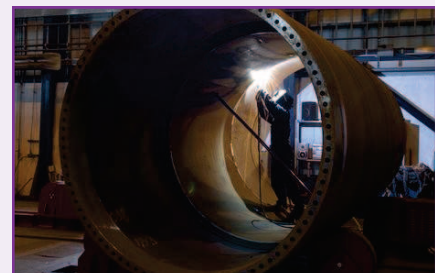
More information available at — <http://www.argyll-bute.gov.uk/content/chord-town-centre-regeneration-projects>

Inward Investment - Kintyre

2012 will see the re-opening of the Royal and Ugadale hotels in Kintyre after extensive refurbishment by the US based Southworth Developments Group. This significant investment which is being supported by the European Regional Development Fund and grant assistance from Highlands and Islands Enterprise (HIE) to reflect its importance to the wider local economy will build on the success the Group has already had in establishing the international reputation of the Machrihanish Dunes golf course.



Kintyre's role as a centre for the renewables industry has been restored after a joint venture between Scottish and Southern Energy and Marsh Wind Technology acquired the former Skykon factory. Production of towers for the Clyde Wind Farm has now recommenced retaining 85 jobs at the plant in Campbeltown. To secure this investment HIE is providing funding of £3.4million and Argyll and Bute Council is committing up to £12million to upgrade Campbeltown port and local roads. The inclusion of the area in the National Renewables Infrastructure Plan opens up opportunities for the growth and development of supply chain businesses.



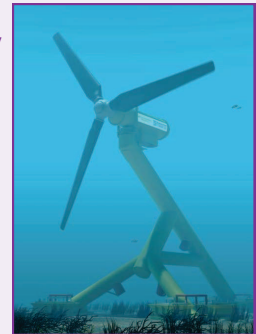


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4: Economy

Argyll and Bute Renewables Alliance (ABRA)

The Argyll and Bute Renewables Alliance (ABRA) was developed from a key action identified in the REAP. ABRA brings together key partners including Argyll and Bute Council, Highlands and Islands Enterprise, Scottish Government, Marine Scotland, Scottish Power Renewables, Scottish and Southern Energy, Crown Estate Commission, Scottish Natural Heritage and Skills Development Scotland.



ABRA will ensure a strategic overview of renewable development, and a greater awareness of all the issues relating to this development across Argyll and Bute and Scotland, as well as assist with implementation of the REAP. Partners will identify options for coordinated and joined up discussions between public and private sectors, to allow for alignment of partner plans, objectives and future investment, to realise collective requirements in order to overcome barriers to development and maximise the opportunities presented by this industry, in order to achieve our vision as outlined by the REAP.

Argyll College Engineering Training Centre



In 2012 Argyll College will be opening a brand new, purpose built engineering facility adjacent to the current construction skills training centre in Lochgilphead. The new facility will enable Argyll College to deliver engineering based training in Argyll for the first time. Electrical, Mechanical, Engineering and Welding courses will all be delivered from the new training centre. The centre will also focus on skills specific to the development renewable in Argyll and Bute.

LEADER



Leader is part of the Scotland Rural Development Programme (SRDP). LEADER is a bottom - up method of delivering support for rural development. With an ethos of strong partnership working and community empowerment, the Argyll and the Islands LEADER Local Action Group continues to fund new and innovative projects to support sustainable, community-based development and growth of rural communi-

ties throughout the area.

In a time of economic uncertainty and despite the reduced availability of match funding, our communities continue to show innovation and drive to progress the sustainability of our area. During April 2010 – March 2011, Argyll and the Islands LEADER partnership has successfully contributed £1,531,443 of grant funding to 57 projects, under the themes of Revitalising Communities and Progressive Rural Economy





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5: Environment



Argyll and Bute is an area of great natural beauty and diversity. We have huge natural potential for energy generation, food and drink, leisure and tourism. We need to develop the area further, whilst protecting and enhancing what makes it attractive.

Local Outcomes	National Outcomes
<p>CPP 5— The places we live, work and visit are well planned, safer and successful, meeting the needs of our communities.</p> <p>CPP 6 —We contribute to a sustainable environment.</p> <p>CPP 7— The full potential of our outstanding built and natural environment is realised through partnership working.</p>	<p>10 We live in well designed, sustainable places where people are able to access the amenities and services they need.</p> <p>12 We value and enjoy our built and national environment and protect it and enhance it for future generations.</p> <p>14We reduce the local and global environmental impact of our consumption and production.</p>

Key Strategic Documents

- **Biodiversity Plan**
<http://www.argyll-bute.gov.uk/news/2010/nov/local-biodiversity-action-plan-2010-2015>
- **Economic Development Action Plan**
<http://www.argyll-bute.gov.uk/business-and-trade/economic-development-action-plan>
- **Renewable Energy Action Plan**
<http://www.argyll-bute.gov.uk/planning-and-environment/renewable-energy-action-plan>
- **Strategic Housing Investment Plan**
<http://argyllcommunities.org/files/2011/08/LHS-Summary-Email-Version.pdf>
- **Argyll and Bute Development Plan**
<http://www.argyll-bute.gov.uk/planning-and-environment/local-plan>
- **Argyll and Bute Woodland and Forestry Strategy**
<http://www.argyll-bute.gov.uk/woodland>
- **Scottish Natural Heritage Corporate Plan**
<http://www.snh.gov.uk/docs/C226686.pdf>
- **Loch Lomond and the Trossachs National Park Plan**
<http://www.lochlomond-trossachs.org/looking-after/corporate-plan/menu-id-891.html>
- **Scottish Rural Development Programme**
<http://www.scotland.gov.uk/Topics/farmingrural/Agriculture/grants/SRDProot>
- **Core Path Plan**
<http://www.argyll-bute.gov.uk/planning-and-environment/core-path-planning>
- **A&B Transport Outcome Report 2011/12**
http://www.spt.co.uk/wmslib/Documents_RTSTORS/argyll_bute.pdf



5: Environment

Code	Outcome	Code	Success measure *	Target/timescale	Benchmark	Lead
CPP 05	The places we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	CPP 05.01	Limiting climate change and adapting to its effects <i>Promote joint working initiatives to ensure co-operation (eg on the Carbon Reduction Commitment and public bodies' duties)</i>	SEARS partners to report targets to August 2012 Review annually at Environment Theme group	To be established August 2012	Environment Thematic Group
		CPP 05.02	Protecting and improving the Scottish water environment	100%	Compare with SG targets	ABC/SEPA/LBAP/SEARS
		CPP 05.04	% of relevant local authority-driven plans/strategies link to and reflect the 'no deterioration' and 'improvement' objectives (Source: SEPA factsheet 4)	March 2013		
		CPP 06.01	% of building warrants issued within 6 days	80%		Argyll and Bute Council
		CPP 06.04	Reduction in Councils Carbon emissions.	20% reduction by 2014	9.7%	Argyll and Bute Council
		CPP 06.05	No of tonnes of Biodegradable Municipal Waste to landfill	5,650 tonnes per quarter	20,388 Council measure based on 2010/11 performance	Argyll and Bute Council
		CPP 06.07	Increased Recycling, composting and recovery rate for household waste	40%	38% National Benchmark	Argyll and Bute Council
CPP 06	We contribute to a sustainable environment.	CPP 06.05	Streetscene - % overall street cleanliness	74%	73% LEAMS National Benchmark	Argyll and Bute Council
		CPP 07.01	Loch Lomond and Trossachs National Park Plan 2012-17 Approved	June/July 2012	Plan adopted during 2012 and implementation supported by Partners	Loch Lomond and Trossachs National Park
		CPP 07.02	SEARS partners and land managers to work together towards target of 95% of features on protected areas in favourable condition	90%	95% (national target)	SNH/SEARS
		CPP 07.03	Promote woodland creation and restructuring in accordance with the SFP through implementation of 2012 - 13 elements of strategic forestry plan	100%	Against national woodland cover target (already exceeded in Argyll)	Environment Thematic Group
		CPP 07.04	Core paths plan adopted	December 2012	Unique to A&B No benchmark	Argyll and Bute Council
CPP 07.05	Develop a community benefit framework to secure social economic benefit for Argyll and Bute	2: 1 on-shore, 1 off-shore by f/q 4 2013	New measure No benchmark	Argyll and Bute Council		
CPP 07	The full potential of our outstanding built and natural environment is realised through partnership working.					

*these are only a few of the success measures the CPP Environment Theme Group uses.
 For a full list of all the Environment success measures visit <http://www.argyll-bute.gov.uk/community-life-and-leisure/thematic-groups>



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5: Environment

Argyll and Bute Renewable Energy Action Plan

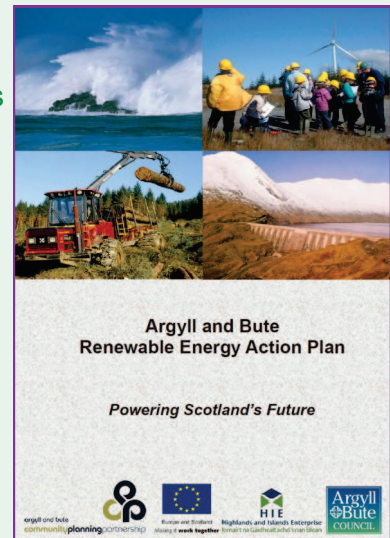


(CPP CP02: Sustainable Economic Assets – Maximise economic benefits from renewable energy sector; Agreement of 'Renewables Action Plan' for Argyll and Bute to promote economic development).

The Argyll and Bute Renewable Energy Action Plan (REAP), endorsed by the Executive Committee 12th August 2010, was developed from a key action in the Argyll and Bute Community Plan 2009-2013. The Renewable Energy sector is increasingly being recognised as a significant driver of Scotland's future economic success. The REAP recognises the potential of Argyll and Bute's abundant renewable resource, and provides a framework to facilitate a co-ordinated partnership approach in order to realise the potential of our sustainable economic assets, in contributing toward future economic development for Argyll and Bute and Scotland. It outlines our vision, and actions to achieve this, which seeks to ensure:

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

For more information on the Renewable Energy Action Plan visit - <http://www.argyll-bute.gov.uk/planning-and-environment/renewable-energy-action-plan>



Wildlife Tourism

Wildlife Tourism is a growing part of the tourist industry in Argyll and Bute. As fishing and agricultural industries struggle, specialist sectors, such as whale-watching and sea eagle-watching, can attract tourists to our remote and rural areas, contributing to the local economy.



Marine and land based wildlife tourism is well-established on Mull and a range of trips are on offer to visitors, including those related to the Sea Eagle project.

Wildlife Tourism brings a range of social and economic benefits to the wider local community. Local boat operators, local food producers, accommodation providers and local artists are among some of those who benefit from people visiting the area, staying longer and spending more money. This is recognised in the Woodland and Forestry Strategy which seeks to further develop woodlands' contribution to tourism and recreation in Argyll and Bute.





5: Environment

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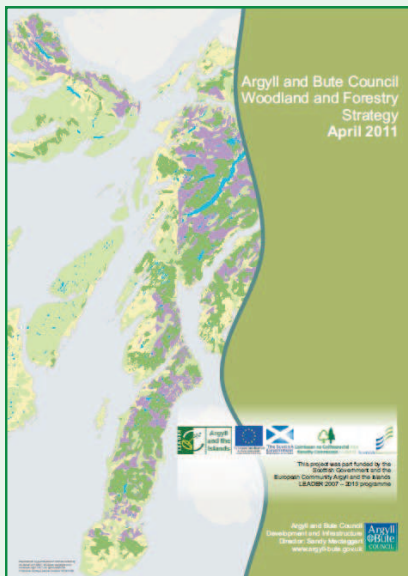
Argyll and Bute Core Paths Plan

The Finalised draft of the Core Paths Plan was published in January 2011 and the Outdoor Access Team is now trying to resolve some of the 140 objections to Paths and Launching Points. It is expected that a Public Local Inquiry (PLI) into the remaining objections will be required during 2012. At present 981 miles of Core Paths, 172 Launching Points, 381 and miles of Aspirational paths will be included in the final Plan with this figure likely to rise following the PLI. Moving forward the team will start to survey the network and begin the process of prioritising future investment in path improvements. The initial priorities will be to ensure the safety of structures including bridges followed by the installation of signage and way markers.



For more information on the Core Path Plan visit - <http://www.argyll-bute.gov.uk/planning-and-environment/core-path-planning>

Woodland and Forestry Strategy



Forests and woodland cover over 30% of the land area of Argyll and Bute, and as such, impact on many aspects of our lives.

The strategy provides an overall picture of the resource and its related issues. It sets out what we would like our woodlands to look like over the next 50 years in our area, and how we can make the most of them so that they contribute to our local economy, to the environment, our rich heritage, and to the quality of life for our communities and residents. It contains an Action Plan which is linked to Scottish Rural Development Programme funding.



The Argyll and Bute Woodlands and Forestry Strategy was commissioned by Argyll and Bute Council and Forestry Commission Scotland. Funding support was also given by Argyll and the Islands LEADER, and Scottish Enterprise.

For more information on the Woodland and Forestry Strategy visit - <http://www.argyll-bute.gov.uk/woodland>





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We want to deliver the best services for our customers. To do this we need to have policies, protocols and processes that focus on our customers' needs. Our employees need to have the right skills and tools to do their jobs. We need to make the most of our resources by working with our partners to deliver services in a different way.

Local Outcomes	National Outcomes
<p>CPP 8 —Our children are protected and nurtured so that they can achieve their potential.</p> <p>CPP 9 —Our people are supported to live more active, healthier and independent lives.</p> <p>CPP 10 —We work with our partners to tackle discrimination.</p> <p>CPP 11 —Vulnerable children and families are protected and are supported in sustainable ways within their communities.</p> <p>CPP 12—Our young people have the skills, attitudes and achievements to succeed throughout their lives.</p> <p>CPP 13— The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.</p> <p>CPP 14—The Places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.</p>	<p>3 we are better educated, more skilled and more successful, renowned for our research and innovation.</p> <p>4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.</p> <p>5 Our children have the best start in life and are ready to succeed.</p> <p>6 We live longer, healthier lives.</p> <p>7 We have tackled the significant inequalities in Scottish life.</p> <p>8 We have improved the life chances for children, young people and families at risk</p> <p>9 We live our lives safe from crime, disorder and danger</p>

Key Strategic Documents

- **ABC Equality and Diversity Scheme**
<http://www.argyll-bute.gov.uk/sites/default/files/Equality%20and%20Diversity%20Scheme.pdf>
- **Strategic Housing Investment Plan**
<http://www.argyll-bute.gov.uk/service-information/community-and-culture>.
- **Integrated Children's Services Plan**
<http://www.argyll-bute.gov.uk/social-care-and-health/integrated-childrens-service-plan-2009-2012>
- **Integrated Older People's Service Plan**
<http://www.argyll-bute.gov.uk/council-and-government/corporate-plan-2011-2012>
- **ABC Education Services Plan**
<http://www.education.ea.argyll-bute.sch.uk/admin/admin.asp>
- **Adult Protection Plan**
<http://www.argyll-bute.gov.uk/social-care-and-health/adult-protection-committee>
- **Child Protection Plan**
<http://www.argyll-bute.gov.uk/abcpc>
- **Curriculum for Excellence Action Plan**
<http://www.education.ea.argyll-bute.sch.uk/learn/teach/ace.asp>
- **More Choices More Chances / 16+ learning Choices**
<http://www.scotland.gov.uk/Publications/2006/06/13100205/10>
- **Health Improvement Planning and Performance Group**
[http://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/Documents/6\(1\).3%20HIPPAG%20Appendix%201.pdf](http://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/Documents/6(1).3%20HIPPAG%20Appendix%201.pdf)
- **Strathclyde Police**
<http://www.strathclyde.police.uk/index.asp?locID=535&docID=-1>
- **Strathclyde Fire and Rescue**
<http://www.strathclydefire.org/about-us/planning-and-performance.aspx>
- **A&B Transport Outcome Report 2011/12**
http://www.spt.co.uk/wmslib/Documents_RTSTORS/argyll_bute.pdf
- **Sport and Physical Activity Strategy**
<http://www.argyll-bute.gov.uk/service-information/community-and-culture>.



Argyll and Bute

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Research and Information

The Community Planning Partnership has access to many sources of demographic data and other statistical information. Population statistics and projections, in conjunction with other information, help the CPP to ensure services are delivered where they are needed and to plan for future changes in needs.

Population Projections

Over the 2008-2033 period, the total population of Scotland is projected to increase from 5,168,500 to 5,544,410. However, the sub-national projections indicate that there will be regional variations within Scotland. Of the 32 Scottish Local Authorities, 19 are expected to show population growth and 13 – including Argyll and Bute – are expected to experience population decline.

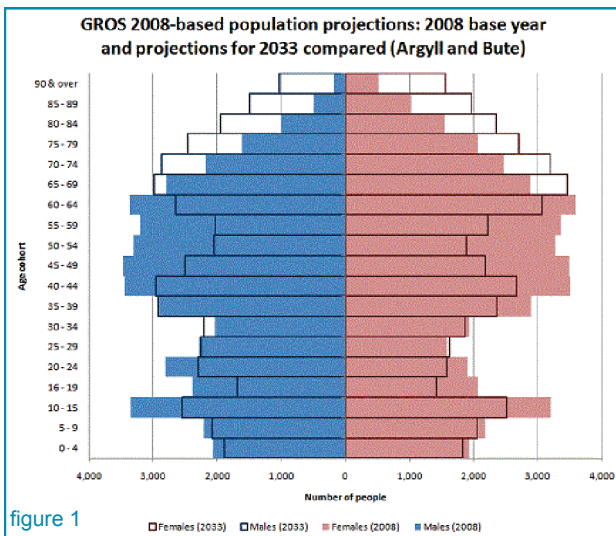


figure 1

This graph (figure 1) shows the projections from 2008 to 2033.

As well as absolute population numbers in Argyll and Bute changing (falling from 90,500 to 85,383 over the projection period), the age profile of the population is expected to change, with proportions of 0 to 15s and working age populations decreasing, and the proportions of the pensionable-age population increasing.

Population by Area

This diagram (figure 2) shows the population breakdown for Argyll and Bute as a whole and also for the four administrative areas.

The age profiles of the different areas means that the needs will be different in each area. Knowing this information helps us to deliver services where they are needed.

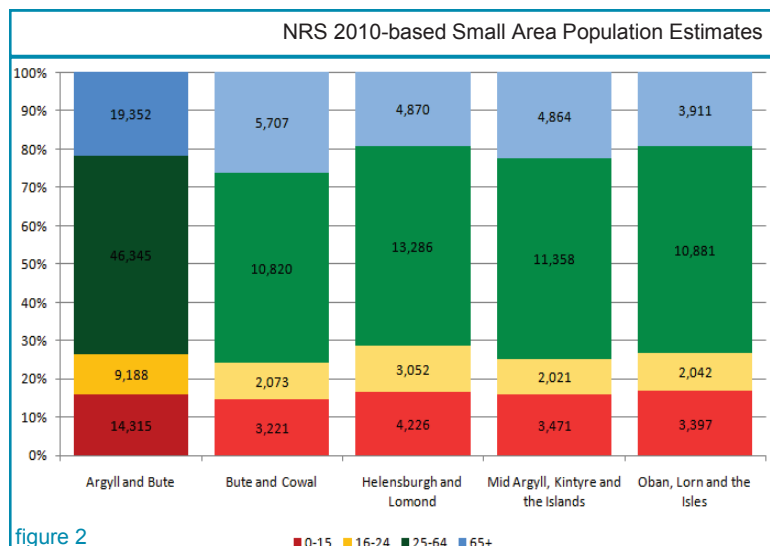


figure 2



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CPP 08	Our children are protected and nurtured so that they can achieve their potential.	CPP 08.01	Maintain the percentage of care leavers with a pathway plan at 100%.	100%	100%	Argyll and Bute Council
		CPP 08.02	Ensure the percentage of children on Child Protection Register (CPR) with a current risk assessment remains at 100%.	100%	100%	Argyll and Bute Council
		CPP 08.04	Increase the percentage of children affected by disability receiving community based support to 80%.	85% by August 2012	80%	Argyll and Bute Council
		CPP 09.01	Increase the number of enhanced Telecare packages to 370.	370	325	Argyll and Bute Council
CPP 09	Our older people are supported to live more active, healthier and independent lives.	CPP 09.03	Increase the percentage of older people receiving care in the community versus residential care or NHS continuing care beds to 70/30%.	70% / 30%	65%/35%	Argyll and Bute Council / NHS Highland
		CPP 09.06	Increase or maintain % of adults with good or very good self perception of their health to 76%	76% or higher	76%	NHS Highland
		CPP 10.01	The workforce and community members skilled in suicide awareness; Ensure 50% of frontline NHS staff have attended mental first aid training	50% of NHS staff	42% March 2011	NHS Highland
CPP 10	We work with our partners to tackle discrimination.	CPP 10.02	75% of Community Planning Partners sign "See Me" pledge to reduce discrimination and stigma of mental health problems.	75%	0	NHS Highland
		CPP 10.03	Deliver training on Lesbian, Gay, Bisexual and Transgender issues.	2 courses.	0	NHS Highland
		CPP 11.01	GIRFEC Increase the percentage of Looked After and Accommodated Children (LAAC) in Care over 12 months with a Plan for Permanence.	75%	75%	Argyll and Bute Council
CPP 11	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.	CPP 11.05	Reduce the total number of delayed discharge clients within Argyll and Bute to 25.	Less than 20 by March 2013	32	Argyll and Bute Council
		CPP 11.06	Increase the number of older people who are supported to live independently for longer through third sector interventions and support to 850.	850	750 (national)	Third Sector Partnership

*these are only a few of the success measures the CPP Social Affairs Thematic Group uses.
For a full list of all the Social Affairs success measures visit <http://www.argyll-bute.gov.uk/community-life-and-leisure/thematic-groups>



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Code	Outcome	Code	Success measure *	Target/timescale	Benchmark	Lead
CPP 12	Our young people have the skills, attitudes and achievements to succeed throughout their lives.	CPP 12.01	Curriculum for Excellence; basket of 7 indicators Increase the positive outcomes for pupils across Argyll and Bute.	100%	100%	Argyll and Bute Council
		CPP 12.10	Increase the percentage of school leavers going to a positive destination to 87%.	86%	87%	Argyll and Bute Council
CPP 13	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.	CPP 12.13	Increase the number of young people who are re-engaged with training or education following interventions from third sector to 30.	30	10 (local)	Third Sector Partnership
		CPP 13.01	Reduced incidence of hazardous alcohol consumption through delivery of Alcohol Brief Interventions (ABIs)	1066 ABIs per year	411 (ABIs) delivered April – September	NHS Highland
		CPP 13.02	Reduce or maintain current rates of hospitalisation from alcohol related conditions to 1,117 per 100,000 population.	Less than or equal to 1,117 per 100,000 population	1,117 per 100,000 population	NHS Highland
		CPP 13.03	Increase the % of clients waiting less than 5 weeks from referral to appropriate drug or alcohol treatment to 90%.	90% by March 2013.	Benchmark will be provided.	Argyll and Bute Council/ NHS Highland
CPP 14	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	CPP 14.04	Increase Homeless Priority Need Determinations.	100%	80%	Argyll and Bute Council
		CPP 14.10	Reduce the number of incidents involving crimes of violence to 122.	122 (4% reduction annually) March 2013	127	Strathclyde Police
		CPP 14.14	Reduce the incidences of accidental dwelling fires by 5% each year to 2020.	144	152	Strathclyde Fire and Rescue

*these are only a few of the success measures the CPP Social Affairs Thematic Group uses.
For a full list of all the Social Affairs success measures visit <http://www.argyll-bute.gov.uk/community-life-and-leisure/thematic-groups>



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Curriculum for Excellence

Curriculum for Excellence aims to achieve a transformation in Education in Scotland by providing a coherent, more flexible and enriched curriculum from 3 to 18.

The curriculum includes all of the experiences that are planned for children and young people through their education. The 3-18 curriculum children and young people the attributes, knowledge need to flourish in life,

aims to ensure that all in Scotland develop and skills they will learning and work. The knowledge, skills and attributes children and young people will develop will allow them to demonstrate four key capacities – to be successful learners, confident individuals, responsible citizens and effective contributors.

For more information on the Curriculum for Excellence visit - <http://www.education.ea.argyll-bute.sch.uk/learnteach/ace.asp>



16+ Learning Choices

Under the Scottish Government policy 16+ Learning Choices, all young people across Argyll and Bute are guaranteed the offer of a place in post-16 learning. The policy is an integral part of Curriculum for Excellence and is central to facilitating the delivery of the national indicator for positive and sustained destinations post-16.

By staying in learning past their initial school leaving age, young people are increasing their opportunities to secure and sustain long-term employability. This helps to build capacity for the young person, their families and their local communities; and in turn supports Argyll and Bute's economic growth. Critically, the aim of 16+ Learning Choices is to prevent and help reduce youth unemployment.

16+ Learning Choices requires multi-agency collaboration across the local authority with robust systems and shared processes in order to provide the right learning and support for all young people.





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Argyll and Bute Strategic Housing and Communities Forum

Despite the continuing economic pressures the Strategic Housing and Communities Forum has continued to deliver an innovative and exciting housing programme.

Top priorities have been:

- to sustain housing development, and
- action to address fuel poverty

Housing developers in Argyll and Bute responded creatively to the Scottish Government's invitation to bid for funding from the Innovation and Investment Fund. 7 bids were successful securing £5m grant funding to deliver 137 homes over the next two years. Currently there are 172 homes on site. and next year will see the culmination of an innovative joint project between health, housing and social work when the new Mull Progressive Care Centre in Craignure is completed.



Castle Street, Rothesay

Mull Progressive Care Centre under construction



Alienergy in partnership with the Council submitted a successful bid to the second round of Universal Home Insulation Scheme (uHIS) and secured £742k to improve draught proofing and insulation in homes across the

area. The project will contact 4500 households via direct mailings; door knock 3000 properties and deliver survey/advice visits to least 1134 of them.

For more information on housing in Argyll and Bute visit — <http://www.argyll-bute.gov.uk/housing>



New Parliament Place Campbeltown

at



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Safer Communities

In Argyll and Bute we believe that everyone has the right to be safe and feel safe in their communities. We are committed to creating and supporting safer and stronger communities – where we live, where we work, where we play – in which we all take responsibility for our actions and how they affect others.

This is led through the Community Safety Partnership, a Council led partnership that brings together representatives from the local authority, police service, fire and rescue service, health, education, other public sector interests and the third sector.

The Partnership works to reduce anti-social behaviour and fear of crime and to promote safer, more inclusive and healthier communities through a wide range of day-to-day services such as street scene officers, CCTV operations and diversionary activities for young people.



Argyll and Bute Alcohol and Drug Partnership

The effects of alcohol and drug misuse lead to significant social and health impacts for the individual, for their families and for our wider communities. The Argyll and Bute Alcohol and Drug Partnership (ADP) works together to prevent and support recovery from the harmful use of alcohol and drugs. The Partnership comprises partners from the Council, health, police and the third sector to support national policy through the development of local strategies that deliver local outcomes for Argyll and Bute.

Health Improvement in Argyll and Bute

A healthy population is essential for a flourishing Argyll and Bute. The Community Health Partnership makes a significant investment in preventative health improvement initiatives and via the community planning process supports a number of structures:

HIPPAG – the Health Improvement Planning and Performance Action Group is a partnership between the public and third sectors and is responsible for overseeing health improvement delivery across Argyll and Bute.

Health Improvement Fund - supports local health improvement projects. (Approximately £71k per annum).

Local Public Health Networks - made up of public and third sector partners and responsible for implementing health improvement initiatives.

Priorities for Health Improvement in Argyll and Bute

- Building and supporting capacity within all Community Planning Partners to deliver health improvement.
- Empowering individuals and communities to be healthy, for example, asset building on the resources and skills for health already present in communities.

Lifestyle interventions such as smoking cessation, alcohol brief interventions and mental health improvement.

For more information on health services in Argyll and Bute visit - <http://www.nhshighland.scot.nhs.uk/CHP/ArgyllandBute/Pages/ArgyllButeCHP.aspx>



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Health and Social Care in Argyll and Bute

Health Services in Highland and Scotland have to change due to:

- Increasing elderly population and more people living with long term conditions for longer
- In some areas the health of people are not improving so we must address health inequalities
- Healthcare costs rising faster than our income
- High cost of new treatments

Seven key principles to shape future plans

1. Promoting good health, self care and independence
2. Quality service that is fair and affordable based on need and clinical evidence
3. More community-based with hospital beds for acutely ill and those needing specialist care
4. Joint working with local authority, voluntary and independent sector
5. Run by well-trained and flexible staff working to the top of their skills
6. Using modern facilities and technology to best effect. Services and offices across fewer sites
7. Ongoing re-design to remove waste and inefficiency with minimal overhead costs.

The impacts of change

1. More people will be looked after at home or close to home with more service in the community
2. Fewer people will need to be admitted to hospital as emergencies
3. People who do come into hospital will not need to stay in so long
4. Fewer hospital beds will be required
5. Fewer buildings will be needed
6. The make-up of the workforce will change with fewer staff required



Telehealth in Argyll and Bute

Following a successful pilot of telehealth in Bute, Telehealth is currently being rolled out across Argyll and Bute. The pilot focused on people with COPD (Chronic obstructive pulmonary disease) on the island of Bute and successfully showed a reduction in admission to hospital for this group of patients, it also demonstrated an increase in well being.



Home Monitoring Pod

There are now home monitoring Pods in Bute, Cowal, Lochgilphead, Kintyre, Mull and Taynuilt, all focusing on home monitoring of COPD, heart failure and palliative care with support from a local community nurse. There are currently 36 home pods in Argyll & Bute with plan for a further 40. The equipment currently uses mobile phone signal, telephone line or broadband to send information gathered to a secure server

where it can be accessed daily by a community nurse.

With future developments in telehealth coming along the equipment will soon be able to support exercise and activity in the home and reduce social isolation.





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There are long distances between the places where we live, work and visit and some of our communities are very small. We need to find innovative ways of delivering services to make sure our communities are strong, resilient to change, fair and inclusive.

Local Outcomes	National Outcomes
<p>CPP15— We work with our partners to tackle discrimination</p>	<p>7 We have tackled the significant inequalities in Scottish life.</p>
<p>CPP16—Our Third Sector and Community Councils have access to information and support, including training opportunities</p>	<p>11 We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p>
<p>CPP 17—Our partners and communities are able to be fully engaged in the way our services are delivered.</p>	<p>13 We take pride in a strong, fair and inclusive national identity.</p>
<p>CPP 18—We engage with our partners, our communities and our customers to deliver best value services.</p>	

Key Strategic Documents

- **ABC Equality and Diversity Scheme**
<http://www.argyll-bute.gov.uk/sites/default/files/Equality%20and%20Diversity%20Scheme.pdf>
- **Community Engagement Strategy**
<http://www.argyll-bute.gov.uk/sites/default/files/community-life-and-leisure/Community%20Engagement%20Strategy.pdf>
- **Health Improvement Planning and Performance Group**
[http://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/Documents/6\(1\).3%20HIPAG%20Appendix%201.pdf](http://www.nhshighland.scot.nhs.uk/Meetings/ArgyllBute/Documents/6(1).3%20HIPAG%20Appendix%201.pdf)
- **3rd Sector Interface**
<http://argyllcommunities.org/thirdsectorpartnership/>
- **ABSEN Business Plan**
<http://www.absen.org.uk>



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Code	Outcome	Code	Success measure *	Target/timescale	Benchmark	Lead
CPP 15	We work with our partners to tackle discrimination	CPP 15.02	75% of partners sign up to "See Me" pledge	75% of partners March 2013	New measure No benchmark	NHS Highland
		CPP 15.03	(Number of) Third Sector organisations supported to develop equal opportunities policies	65 March 2013	60	Third Sector Partnership
		CPP 15.04	To increase the detection rate for domestic abuse crimes	78% March 2013	69.6% (figure obtained from 5 year average between 2006-2011)	Strathclyde Police
CPP 16	Our Third Sector and Community Councils have access to information and support, including training opportunities	CPP 16.01	Develop a community benefit framework to secure social economic benefit for Argyll and Bute	2: 1 on-shore, 1 off-shore by 1/4 4 2013	New measure No benchmark	Argyll and Bute Council
		CPP 16.11	At least 100 organisations are using Grantnet to access funding opportunities. Not in service plan	100% March 2013	New measure No benchmark	Argyll and Bute Council
		CPP 16.16	Number of people placed into volunteering/engaged in volunteering. These are then split between unemployed, over 65, people who declare a health issue and under 25	1,400 March 2013	1,100 (local)	Third Sector Partnership
CPP 17	Our partners and communities are able to be fully engaged in the way our services are delivered.	CPP 17.01	Number of ABC services implementing delivery in partnership with social enterprise through ABLSI – target 2	2 March 2013	New measure No benchmark	Argyll and Bute Council
		CPP 17.06	(Number of) 'Influencing Change – Involving to Devolving' events held	6 March 2013	New measure No benchmark	Third Sector Partnership
		CPP 17.09	4 community centre councils are actively supported in delivering services to their communities	4 March 2013	New measure No benchmark	Argyll and Bute Council
CPP 18	We engage with our partners, our communities and our customers to deliver best value services.	CPP 18.01	Number of services which make appropriate changes to their policy or procedures as a result of the ABLSI project	3 March 2013	To be established March 2012	Argyll and Bute Council
		CPP 18.01	Number of services which make appropriate changes to their policy or procedures as a result of the ABLSI project	3 March 2013	To be established March 2012	Argyll and Bute Council
		CPP 18.04	Maintain the number of Police and Community (PAC) meetings held	44 (one per Ward per quarter) March 2013	44	Strathclyde Police

*these are only a few of the success measures the CPP Third Sector and Communities Group uses.
For a full list of all the TS&C success measures visit <http://www.argyll-bute.gov.uk/community-life-and-leisure/thematic-groups>



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Argyll and Bute Local Services Initiative (ABLSI)

ABLSI is a partnership initiative bringing together Argyll and Bute Council, Argyll and Bute Social Enterprise Network, Argyll Voluntary Action, and Argyll & Bute Community Health, NHS.

ABLSI is investigating whether asset-based approaches to service innovation can help to sustain (and improve) services even during a time of cuts and increasing actual costs. It offers an opportunity for local practitioners to learn from practice, analyse risk factors and develop and support stakeholders to develop service models which meet the long term needs of communities.

The work is part of a Rural Development Community of Practice (CoP), which is supported by Carnegie UK Trust and Highlands and Islands Enterprise. The CoP enables activists, professionals and policy makers from across the UK and Ireland to support and learn from one other online and at face-face events.

The ABLSI was developed based on recommendations from the Argyll and Bute 'Harnessing the Potential of the Third Sector to Help Achieve Council Objectives Demonstration Project' (Demonstration Project.) This was established in 2008 following a meeting between the Council Leader and the Head of the Big Lottery Fund in Scotland. It is a record of the work that Argyll and Bute Council under-took to help develop and maintain sustainable communities, working jointly with community, voluntary and social enterprise organisations, collectively known as the Third Sector.



For more information visit - <http://fieryspirits.com/page/developing-rural-services>

Third Sector Partnership

Argyll and Bute Third Sector Partnership is a partnership between the infrastructure support organisations of ABSEN (Argyll & Bute Social Enterprise Network), Argyll Voluntary Action and Islay and Jura CVS. Since its inception in March 2010, the Partnership has strengthened its representational role on a range of strategic community planning groups, including Social Affairs, Third Sector & Communities and CPP Management Committee. It has worked with its colleagues in Argyll and Bute Council and Health predominantly and in particular in the areas of community engagement.

The Partnership operates the third sector fora across 7 areas of Argyll and Bute and is involved in, amongst other initiatives, the Mental Health Improvement and Promotion Plan and the Reshaping Care for Older People plans. Through the fora we are able to link and communicate the views of the wider sector to our strategic partners.

We are all operating in very harsh times – our statutory partners are facing challenges which impact on staff and services and the third sector also has lost a number of staff, with more posts and services to be lost in the coming months. To survive, continue to deliver our core services and assure our communities of support we are working more closely than ever before, with a greater sense of understanding of each other than hitherto. We are stronger through greater understanding and have a vision which will take us into a future of better, smarter and more sharply focussed service delivery underpinned by working together in mutual respect and with a common goal.

For more information on the Third Sector Partnership visit - <http://argyllcommunities.org/thirdsectorpartnership/>



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Better Community Engagement resource pack

This project set out to produce an easy-to-understand and easy-to-access resource pack that will enhance community engagement activities across Argyll and Bute. It was produced by, and for, local area Community Planning partners in Argyll and Bute.

This has been a good example of partnership work, involving in particular the Third Sector Partnership and NHS Highland working alongside Argyll and Bute Council.



The challenge was to produce a resource for Community Planning Partnership partners and community groups (such as Community Councils and Third Sector Fora) as an accessible online resource.

The final pack has practical exercises with easy-to understand instructions and graphics to encourage use. The pack was written for Local Area Community Planning Groups and the information it contains is aimed at these groups. It can be used by Local Area Community Planning Groups themselves when planning engagement activities or by individual Local Area Community Planning partners in relation to their own service provision.

For more information or to access the resource pack visit - link to follow

HIE—Community Account Management

There are currently nine Community Account Management (CAM) areas in Argyll, with Local Development Officers (LDOs) being supported by HIE and Leader to develop and deliver community plans. These areas have been selected in conjunction with the CPP and are already demonstrating the value of having a dedicated local worker to implement projects on behalf of the community. The initial CAM areas (Jura, Coll and Cumbrae) completed community plans last year and have made significant progress towards the projects they encompass.



CAM Local Development Officers

The next six areas (Bute, Colintrave and Glendaruel, Colonsay, South Islay, Ross of Mull and Iona and Tiree) have now identified key projects within their community plans, ranging from a marketing strategy, pontoon projects, a community café and a web site. Argyll is now scoping out two new CAM areas in preparation for a potential second phase of funding, which could see new LDOs in post in early 2012.

Bute Community plan can be found at:
<http://bclc.co.uk/documents/>

Tiree Community Plan can be found at
[http://www.tireetrust.org.uk/index.php?](http://www.tireetrust.org.uk/index.php?option=com_content&task=blogcategory&id=43&Itemid=76)

[option=com_content&task=blogcategory&id=43&Itemid=76](http://www.tireetrust.org.uk/index.php?option=com_content&task=blogcategory&id=43&Itemid=76)



Nì sinn le chèile gach nì a tha nar comas / Realising our potential together



Other formats If you would like a copy of this plan in another language or format, or if you require the services of an interpreter, please contact Argyll and Bute Community Planning Partnership on 01546 60**** or email cpp.enquiries@argyll-bute.gov.uk

**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date: 21 March 2012**



Title: Citizens' Panel: call for questions for the spring 2012 survey

1. Summary

Community Planning Partners are asked to submit themes and questions for the forthcoming spring survey of the Citizens' Panel.

2. Recommendations

Community Planning Partners who wish to have questions included in the spring survey of the Citizens' Panel should get in touch with Chris Carr, Argyll and Bute Council to arrange for this.

3. Detail

The tender process for the Citizens' Panel is currently underway.

Once the contract for the running of the Citizens' Panel has been awarded, we will be able to make arrangements for the spring 2011 survey to be carried out.

Partners are reminded that, as agreed at the Management Committee meeting of 19 October 2011, the new contract will run on the basis of two surveys being carried out each year, with the spring survey continuing to be used by all CPP partners who wish to submit questions. However, the autumn survey will become a Council survey, thereby formalising the arrangement that has come into being over the last three years.

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

For further information:

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

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**Argyll and Bute Community Planning
Partnership****Management Committee
Date: 21 March 2012**

Title: Tiree Onshore Scenario Mapping Project

1. SUMMARY

- 1.1** This report provides an update relative to the Tiree On Shore Scenario Mapping project. As the Committee will be aware from previously reports to the Community Planning Partnership, the Councils is working in partnership with Marine Scotland, Highlands and Islands Enterprise (HIE), Tiree Community Development Trust, The Crown Estate (CE), Scottish Power Renewables, Caledonian Maritime Assets Limited (Cmal), Scottish Natural Heritage (SNH), Scottish Government and NHS Highland to examine the on shore implications of the proposed Argyll Array Off Shore wind farm on the island and community of Tiree.
- 1.2** This report provides an update on the progress to date and will be accompanied by a power point presentation.

2. RECOMMENDATIONS

- 2.1** That the Management Committee note the progress to date and that, where appropriate, members of the Committee agree to engage in the 6 week consultation period which will commence on the 16 March 2012 and run until the 27 April 2012.

3. BACKGROUND

- 3.1** The overall aim and purpose of this project is:

To map the onshore implications arising from the 4 scenarios identified by the developer relating to the associated construction, operational and maintenance requirements of the proposed off shore wind farm development, seeking to optimise the socio economic benefit to the island and mitigate the negative consequences of each scenario. The project has been developed in an inclusive manner involving the community of Tiree, the developer and relevant public bodies who are involved in land use and marine planning and development or who provide services such as health services and education services. The main aim is to secure a sustainable vision for the future and provide a strategic

decision-making tool, based on socio economic and environmental appraisals.

- 3.2** In February 2009 the Crown Estate granted exclusivity rights to two separate developers (Scottish and Southern Energy Renewables and Scottish Power Renewables) to take forward the development of two off shore wind farm wind sites in Argyll and Bute. These sites are of a significant scale with the site off Tiree (the Argyll Array, 300 turbines 1.8GW) being the largest site, potentially generating enough electricity to power 1 million homes, providing up to 20% of Scotland electricity. These sites will have a 5 – 8 year project development and a 20 - 25 year operational life span but could be repaired and maintained indefinitely.
- 3.3** In examining how these developments will be taken forward in the future one of the key issues that has been identified as requiring further work has been the need to identify and fully plan for the onshore implications arising from these off shore wind farm developments.
- 3.4** In June 2012 Ironside Farrar were appointed by the Steering Group to take forward the Tiree Onshore Scenario Mapping project. Over the last 8 months the consultants, in close consultation with the Steering Group and the community on Tiree, have been working with the developer in identifying the four separate off shore scenarios relating to the operations and maintenance (O & M) that may apply to the development of the proposed off shore wind farm.
- 3.5** Each of the four O & M scenarios will have varying implications for any associated on shore development. The consultants have analysed each scenario, identified the potential on shore implications and mapped these to determine the environmental and socio economic impacts. Consideration has also been given as to how best to optimise any socio economic benefit and mitigate against any negative consequences arising from each of the scenarios.
- 3.6** It is important to note that there will be no certainty as to which scenario will be taken forward by the developers until around 2015 and therefore this is seen as the first phase of a longer term process which may well lead to the development of a masterplan in the future once there is more certainty
- 3.7** A draft report has now been produced identifying these implications and this report will now be subject to a 6 week consultation period commencing 16 March 2012.

4. CONCLUSION

- 4.1** The overall aim of the project has been to work collaboratively with the community, key stakeholders and developer to identify the potential on shore implications arising from the four O & M scenarios in order to best inform the community as to the likely socio economic and environmental impacts that may arise from the proposed Argyll Array.

For further information contact: Audrey Martin

Telephone 01546 604180

Further information, including the consultation document, can be viewed at
www.argyll-bute.gov.uk/planning-and-environment/tiree-shore-windfarm-developmen

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Tiree Onshore Scenario Mapping Project



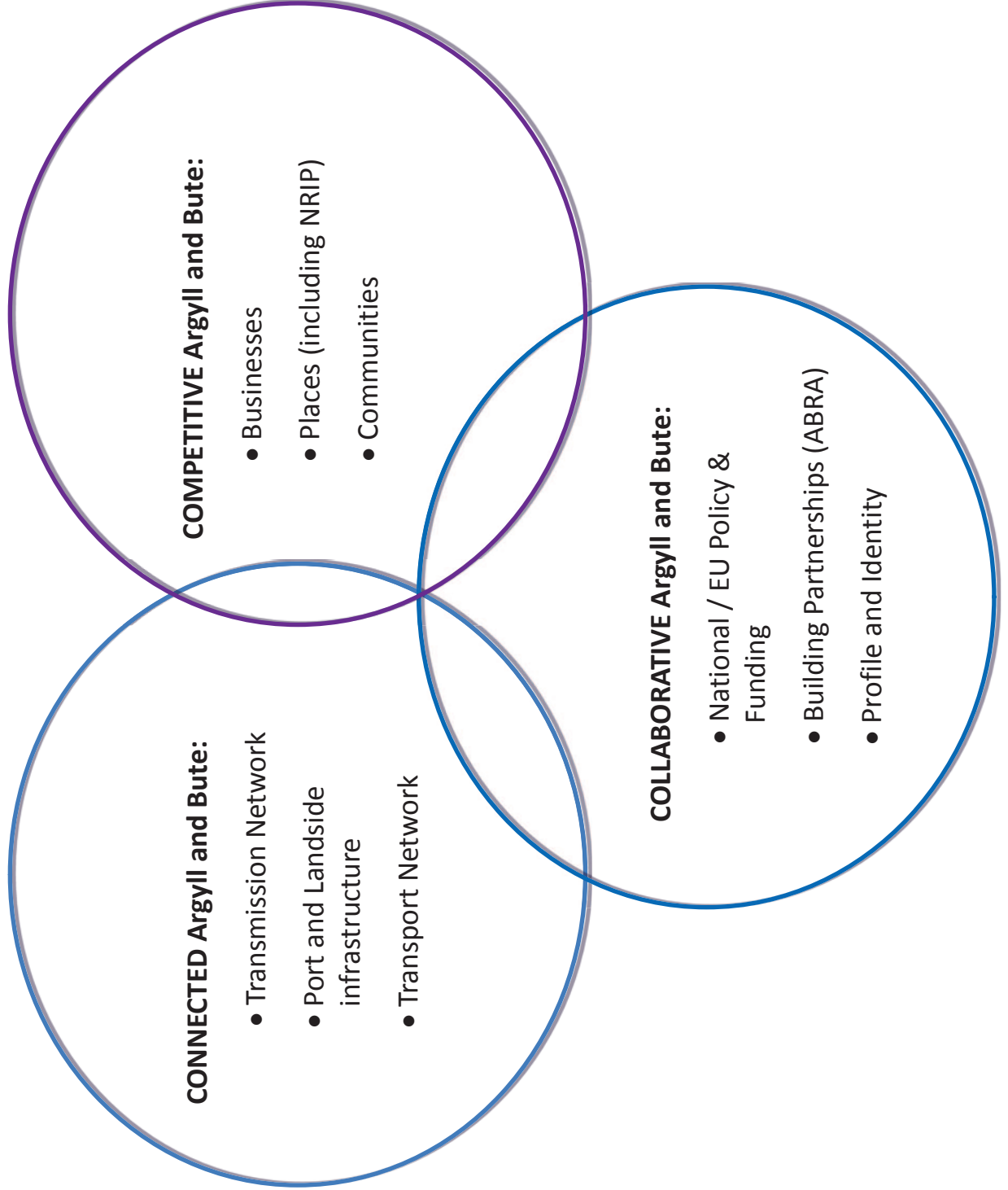
Renewable Energy Action Plan (REAP)

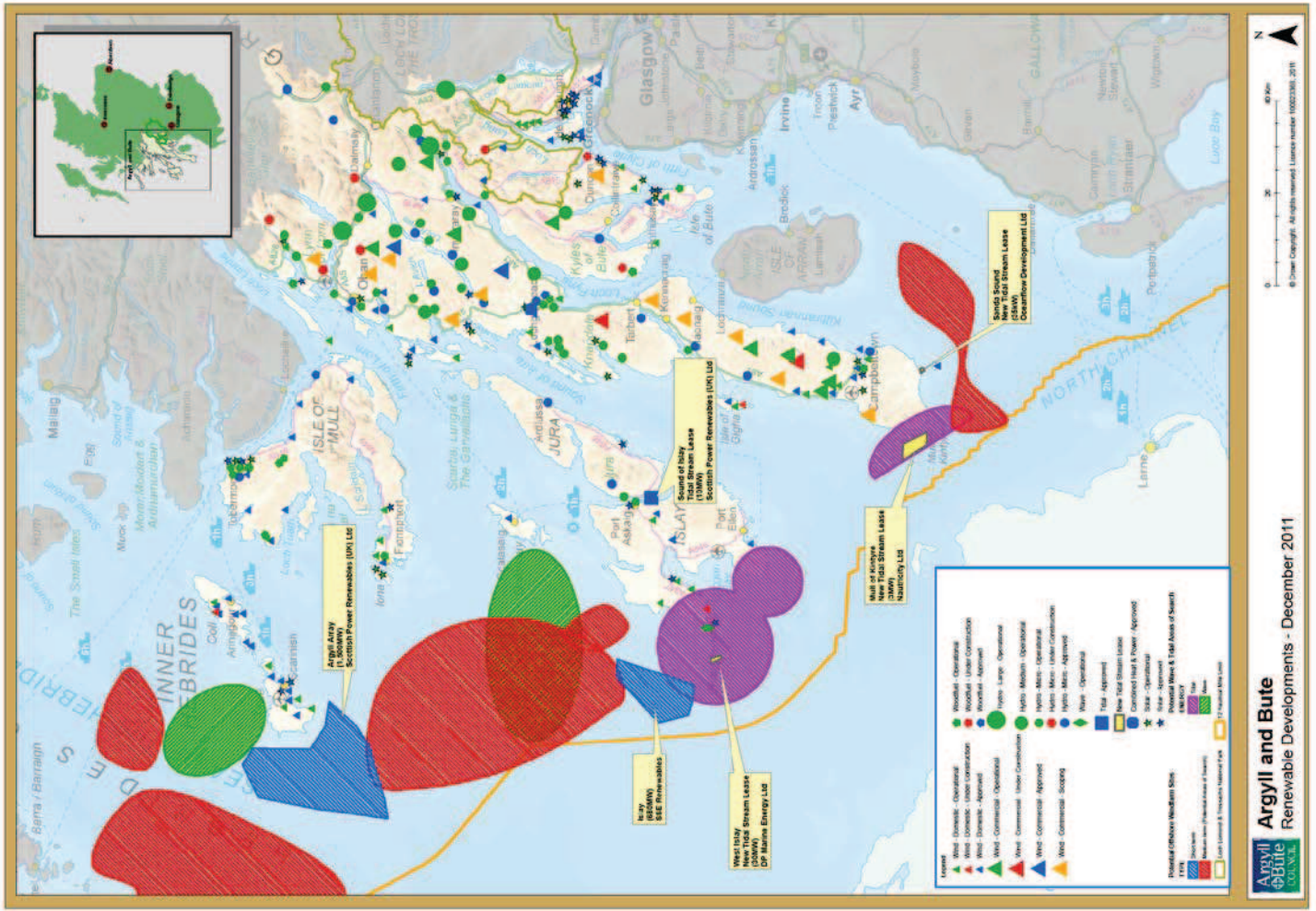
Vision

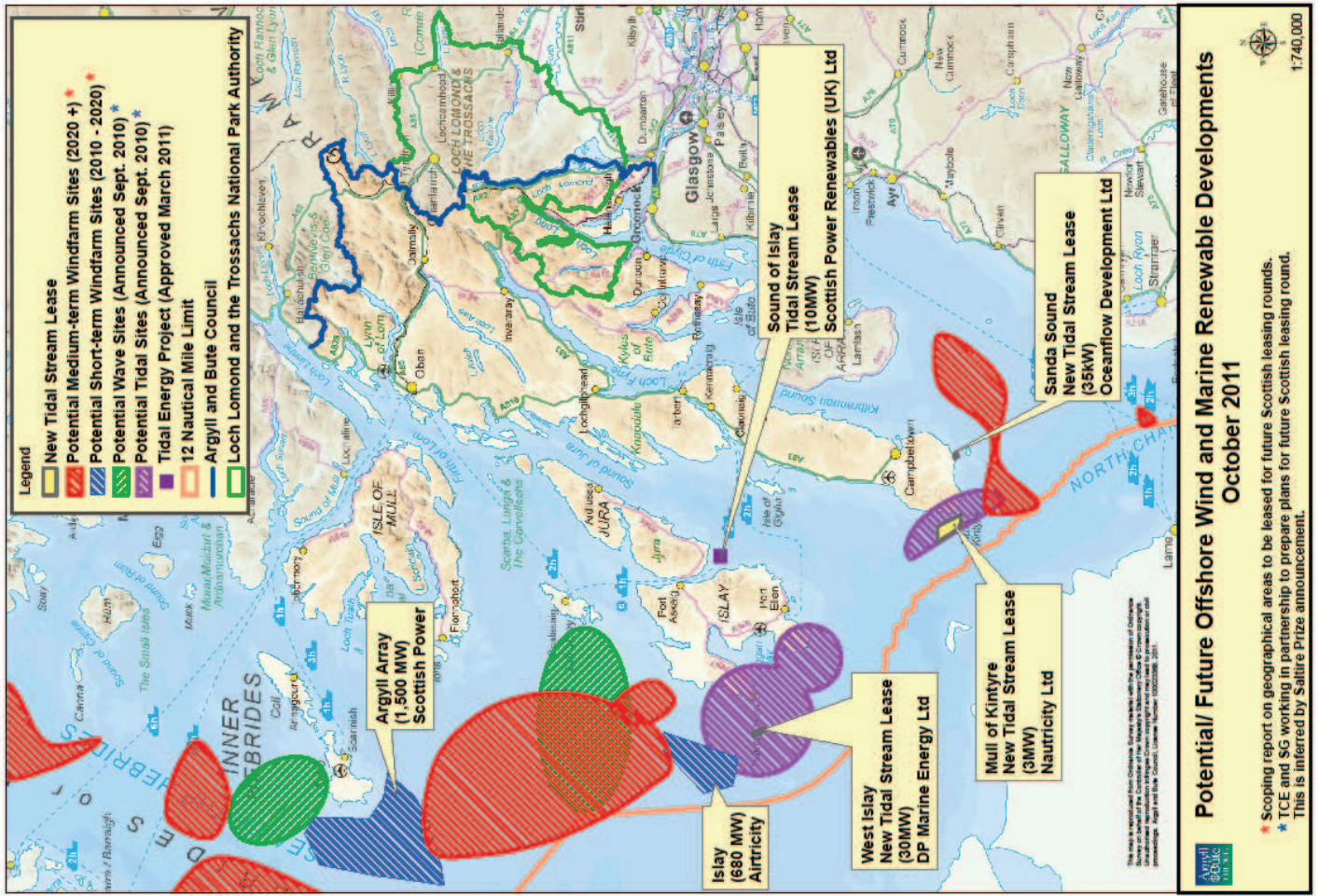
“Argyll and Bute will be at the heart of renewable energy development in Scotland by taking full advantage of its unique and significant mix of indigenous renewable resources and maximising the opportunities for sustainable economic growth for the benefit of its communities and Scotland.”



Delivering REAP







World's First Tidal Power Array in the Sound of Islay



- Installation by SPR of 10 x1MW tidal turbines during the period 2013- 2015
- Developed by Hammerfest Strøm in partnership with SPR
- Successful installation and testing of the 1MW device at the EMEC in Orkney in December 2012



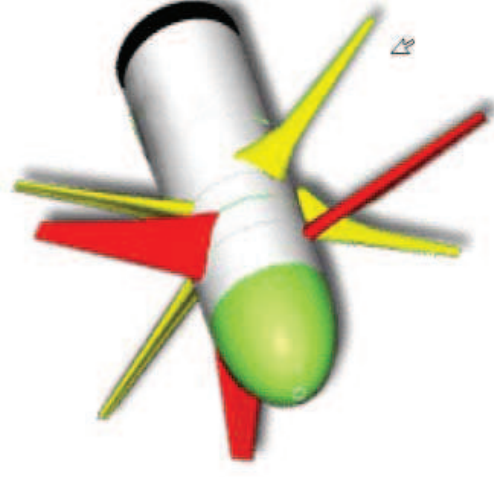
Oceanflow Tidal Stream Turbine Test Project in Sound of Sanda



Nautricity and Argyll Tidal

Mull of Kintyre – Investigating up to 6 x 500kw tidal turbines, known as CoRMaT

The CoRMaT is a small capsule tethered to a small surface float



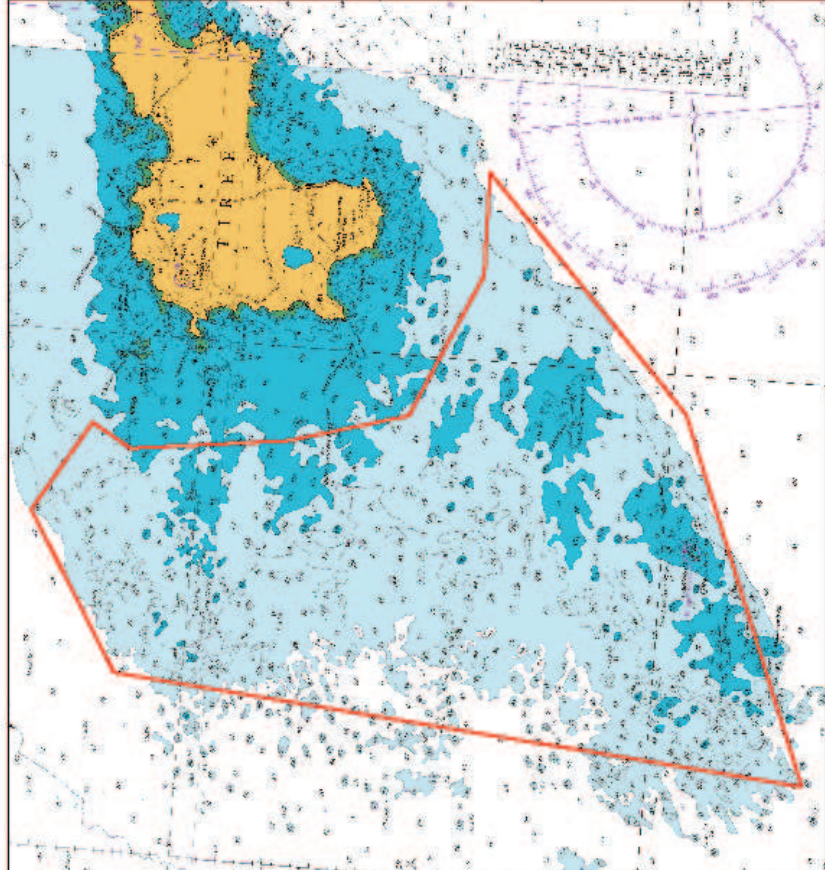


“Communities

Securing socio-economic benefit for our committee and assisting the development of local renewable projects.”

Source: Renewable Energy Action Plan (REAP)

Argyll Array Offshore Windfarm



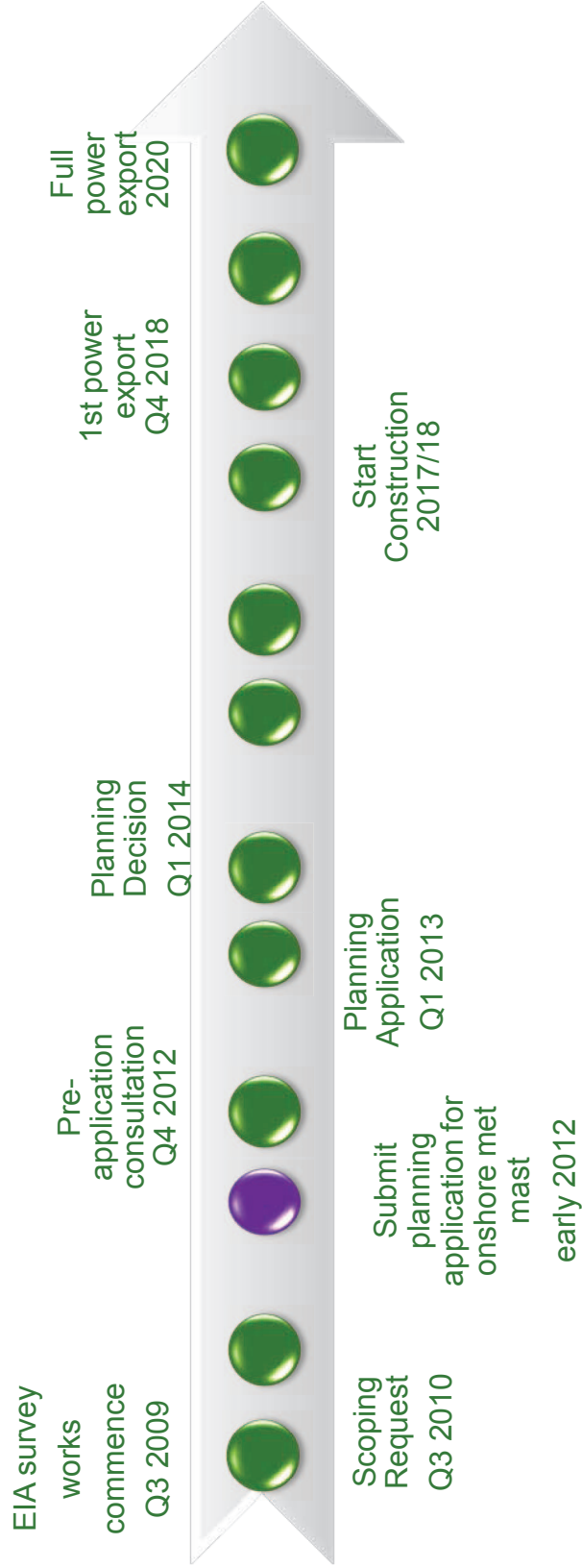
Key Facts:

- 361 km. sq
- Up to 1800MW
- Up to 300 wind turbines (at 6MW each)
- Up to 50m water depth
- Export cables(s) +150km
- Several years to build
- 1000MW grid connection to Dalnally signed

Potential for significant investment in Scotland and direct jobs to Argyll:

- Infrastructure
- Manufacturing / Construction
- 25 - 50 years operations/ maintenance (+100 direct jobs)
- Service/ support

Argyll Array Project Timeline



Project Brief

The purpose of the study is to consider the onshore implications of the proposed offshore array for the community of Tiree. The study is being funded by Marine Scotland, The Crown Estate, Argyll and Bute Council and Highlands and Islands Enterprise.

Offshore windfarms have operational and maintenance (O&M) needs which typically include a level of land-based development. This study will help assist the Steering Group, community and stakeholders in considering any potential land-based implications associated with the proposed offshore array

Community Consultation

Consultation has been central to the process - and has involved:

- Consultation Event 1 - Understanding Local Issues & Concerns Aug 2011
- Consultation Event 2 - Initial assessment of potential O&M scenarios Oct 2011
- Consultation Event 3 - Reporting on the Draft Findings Nov 2011
- Verification Day – Consultation with key stakeholders Nov 2011
- Development of web pages on Council website - Consultation information posted on website, minutes of steering group meetings and consultants brief and tender document
- 206 attendees, 36 Business One to One and stakeholder consultation including Tیره Association
- The Draft report to be issued for a 6 week consultation period commencing Friday 16th March

FOCUS

Seeking to understand Scenarios and implications on Education / Health / Community Lifestyle

FOCUS

Benefits and Disbenefits and the balance of impact. Critical to understand actual benefit include, jobs, and community fund.

FOCUS

Critical that the community remains involved and understands when key decisions will be made.

The Steering Group

Argyll and Bute Council is working in partnership with a number of organisations together referred to as the project Steering Group. Argyll and Bute Council are the chair of the Steering Group. The project funders are: Argyll & Bute Council, The Crown Estate, Highlands & Islands Enterprise and Marine Scotland.



* SPR's main input is advisory providing information on the possible options for onshore developments if the offshore array were to be granted a license.

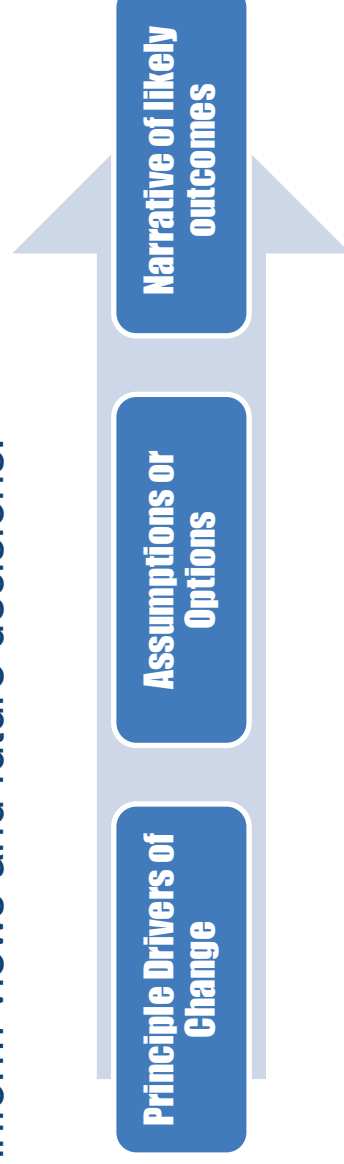
What is Scenario Mapping / Planning?

Scenario Planning is a tool to help stakeholders and others better understand the implications of change and assist consultation on how to manage potential futures more effectively.

The scenario planning process can be used to highlight:

- Principal factors that create or drive change e.g. jobs, people, demand for services
- Provides based on percentage assumptions a better understanding of the range of change that might occur e.g. population growth / proportion of local versus new jobs

Scenarios are widely used by various organisations and groups to assess change and help to inform views and future decisions.



O&M Requirements

The offshore array developer has identified four separate possible scenarios relating to the Operations and Maintenance (O&M)

Key O&M Requirements are likely to include:-

- 150 O&M service jobs
- Office & Workshop Facility
- Helicopter Pad including hangar
- Harbour Facilities if Array service by smaller vessels
- Fuelling facilities
- Housing for locally resident employees
- Social & Support services



Scenario Mapping



Scenario 1

Onshore O&M Base

An onshore base would have a Tiree base operating between the O&M office and workshops, harbour and helipad.

O&M Implications for

Tiree:

- significant employment
- population growth
- harbour facility



Scenario 2

Offshore Platform

An offshore platform servicing the offshore array with connections to the mainland base for staffing and equipment.

O&M Implications for

Tiree:

- very limited
- operates like North Sea Oilfield



Scenario 3

Offshore Mothership

An offshore mothership arrangement for servicing the offshore array operating from a mainland port.

O&M Implications for

Tiree:

- limited
- mothership operates from mainland base
- helicopter base on Tiree



Scenario 4

Base & Mothership



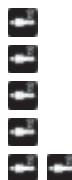









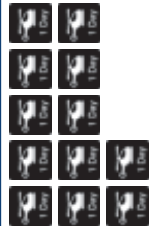



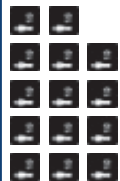


An onshore O&M base comprising O&M office, harbour and helipad. Two motherships would use the harbour for crew changes, re-fuelling and supplies.

O&M Implications for

Tiree:

- significant employment
- some population growth
- harbour facility
- wider employment access

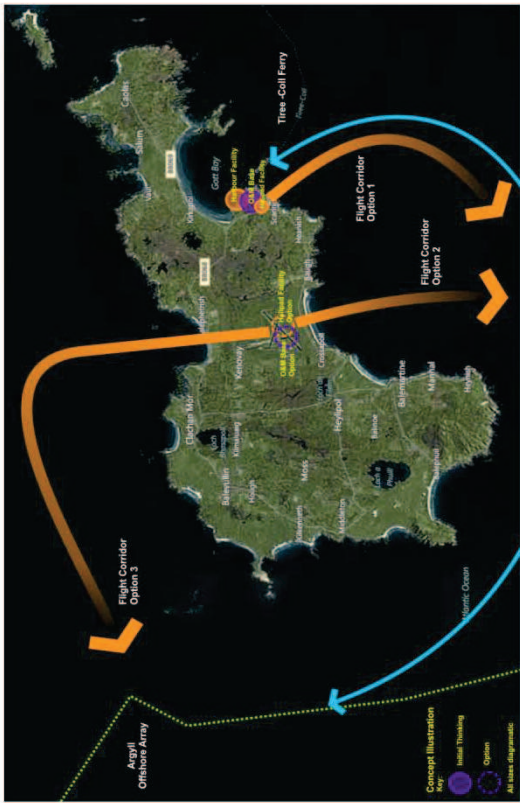
Summary Scenario 1-4

	1	2	3	4
Jobs on Tiree				
Houses on Tiree new build				
School Pupils primary & secondary				
Built Development				
Helicopter Flights per day return flights				
Population Growth				

This information represents Ironside Farrar's initial findings and draft recommendations

 = 10 jobs
 = 10 houses
 = 10 school pupils

Initial Scenario Mapping 1-4



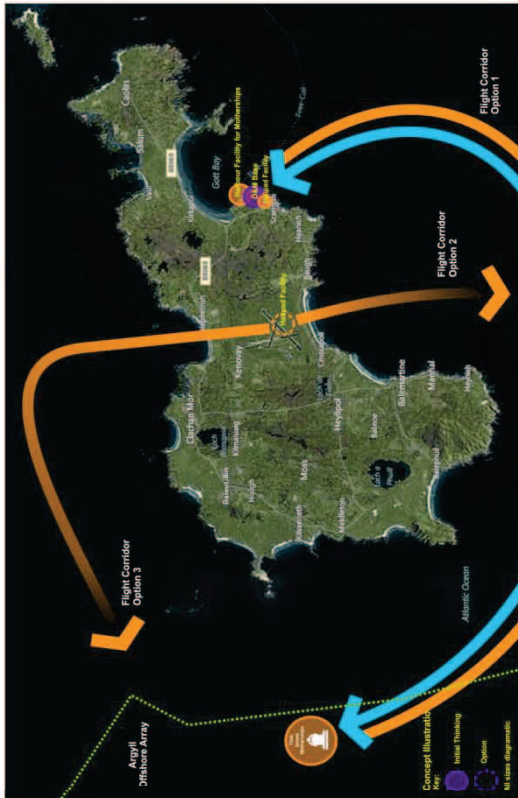
Scenario 1 – O&M Base



Scenario 2 – Offshore Platform



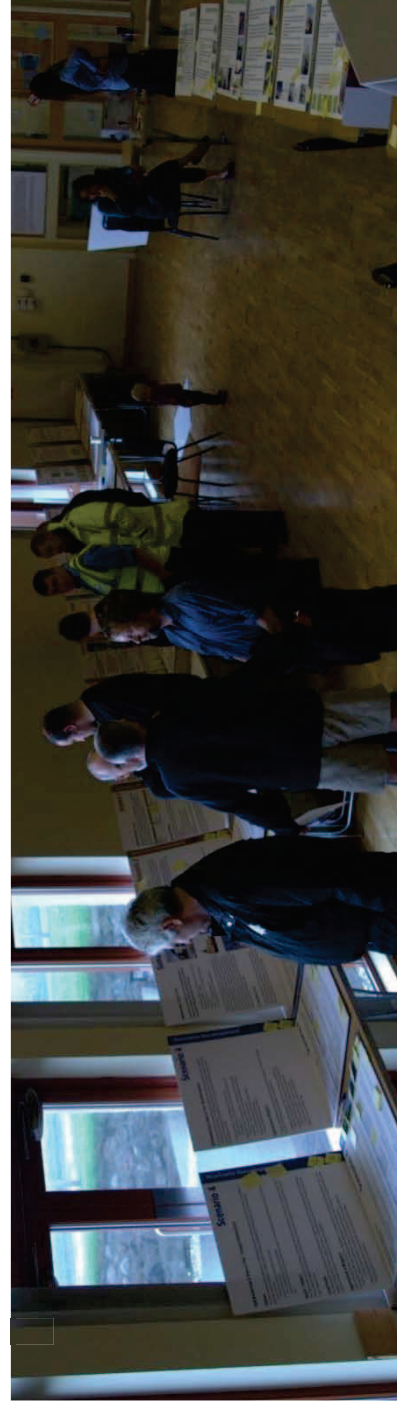
Scenario 3 – Offshore Mothership



Scenario 4 – O&M Base / Mothership

Consultation Events – Key Issues

- Local jobs & access to jobs / training / apprenticeships for young people
- Population growth with additional support for local goods and services
- Long term economic benefit to island from investment
- Concern at assurances in terms of commitment to delivery of local benefits
- Concern of O&M employment leading to displacement of local jobs/job-shares
- Environmental impacts
- Impacts of Array on tourism /environment and communities
- Concern regarding Helicopter Movements / Converter Station / Harbour
- Level of Change to a ‘special quality of place’



FOCUS

Benefits and Disbenefits and the balance of impact. Critical to understand actual benefit include, jobs, and community fund.

Future Steps & (O&M)

Next steps will be informed by the finalised project proposals with parallel assessments undertaken within the consenting process. Need to consider:

- **Array / Operational Baseline Studies**
Need to establish environmental / wave / construction & operational parameters affecting marine servicing as part of Scheme Development
- **Converter Station Design & Locational Assessment**
Converter Station decisions are important to impact and mitigation. We understand that detailed assessment will be through the EIA for the proposed Array.
- **License / Planning Procurement Programme**
Need to ensure programme convergence on key consent and delivery issues
- **Local Development Plan (LDP)**
Development Framework / Masterplan information to inform and develop LDP

Future Steps & Engagement

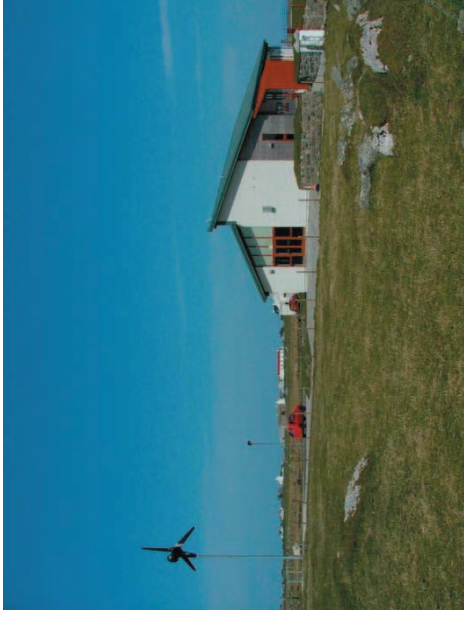
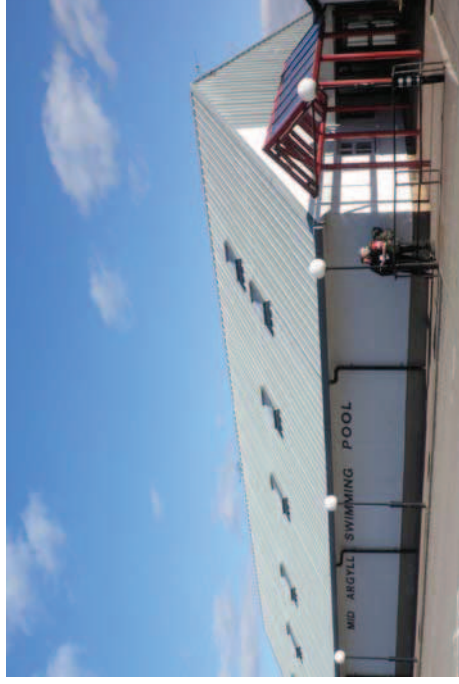
In addition linking up to wider strategic thinking regarding supporting infrastructure (physical/business/skills) for O&M and supporting Argyll Array and future MTO O&M Requirements;

- **Argyll & Bute Renewable Energy Alliance**
Argyll Array Delivery in Context of strategy for Argyll & Bute
- **Harbour Feasibility Study**
Requirement for Scenario 1&4 and would require early study and delivery
- **Advance Skills and Training Programme**
Advance Initiative required linking Skills /Training with future need with 3-4 year lead time with key partners
- **Community Benefit Review**
Framework for Coastal Communities & Tیره Community Benefits. Need to continue a dialogue on opportunity and issues associated with Community Benefits
- **Engagement & Communications**
Maintaining engagement activity



Community Renewable Opportunity Plan (CROP)

- Development of renewable community map and community trust fund map with links to projects/funds
- Provide links to information/assistance/funding already available to communities – one stop shop (web site)
- “Critical Friend” to allow access to services/assistance within the Council - planning
- Information on different models – equity share, outright ownership and examples of each
- Provide access to information relating to grid capacity and other associated consenting regime



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**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date: 21 March 2012**

argyll and bute
communityplanningpartnership



Title: Bute Economic Challenges

1. SUMMARY

- 1.1** This paper summarises the economic situation on Bute which has seen continued decline in recent decades despite significant investment in the built environment, in supporting business growth and community development. It suggests that the combination of challenges deriving from both the historic yet deteriorating built environment in central Rothesay and urban social characteristics in a fundamentally rural community pose particular challenges that traditional approaches are not adequately addressing. It recommends a holistic partnership approach to the economic, social and physical challenges to address the long term decline.

2. RECOMMENDATIONS

- 2.1** That the Management Committee notes the progress made to date and endorses the proposed actions.

3. BACKGROUND

- 3.1** At the last meeting of the Management Committee partners' attention was drawn to the fact that the Dunoon and Bute travel to work area has the highest unemployment in the Highlands and Islands at 5.4% (Jan 2012). The rate for Bute is higher still and estimated at 6.1% - yet employers report they have difficulty in filling vacancies. A survey of local businesses undertaken by SDS last year found that 28% of local businesses had some difficulty in attracting skilled staff, and over 90% consider applicants reputation as very important in recruitment choice. On a relatively small island this is a key issue.
- 3.2** Bute has been in economic decline since the 1970's and has seen a sustained fall in population and economic activity along with a deteriorating built environment, particularly within the historic Rothesay town centre. Over the past three decades in particular, there has been considerable public sector investment in the built environment, much of it housing led, yet decline has continued.
- 3.3** It has been recognised that due to the unique mix of social and economic circumstances, traditional economic development interventions will not work without a complementary suite of regeneration activities and therefore greater integration and collaboration is required. A more holistic approach linking economic, physical and social issues is required.
- 3.4** In essence, Bute and Rothesay in particular appear to suffer from an unusual combination of rural challenges and urban social problems. Initial analysis has already been undertaken by HIE with partner agencies to try and understand the issues behind the unemployment, employability and benefit claimant statistics. Further work is needed to better understand the root causes and therefore possible interventions as part of a more

integrated and broader, more holistic partnership approach.

- 3.5 Businesses report that they have difficulty in attracting and retaining staff, and in the current economic climate it is very difficult to try and attract inward investment under such conditions.
- 3.6 Whilst the local business base is fragile, there are also a number of positive factors and signs. There has been closer working between the public sector and community, and community organisations such as Fyne Futures and Bute Community Land Company are delivering innovative projects. There is a sense that there is a lot of positive, community led regeneration taking place alongside significant public sector led projects, and yet this does not appear to be reaching large sections of the local population who seem disengaged and disenfranchised. Despite a number of projects and actions underway (eg Townscape Heritage initiative project and redevelopment of the Pavilion both being led by Argyll & Bute Council through the CHORD programme), the physical condition and appearance of Rothesay continues to deteriorate and undermine efforts to attract new investment.
- 3.7 Creation of a wider partnership approach is underway to address the underlying economic and social issues and this paper reports on progress to date.

4. Proposed Actions

- 4.1 A group of partners have been approached, initially to provide an update on the main issues and challenges that they perceive on Bute and with a view to forming a small short life working group to take an overview of the economic, social and physical challenges to be addressed and to identify whether policies and interventions could be better aligned and prioritised to help address the long term decline.

Invitations to participate have been sent to :-

- Argyll and Bute Council
- NHS Highland
- Skills Development Scotland
- Strathclyde Police
- Third Sector Partnership

We strongly recommend that partners be represented by high level decision makers who are able to represent the corporate views of their organisation and with an ability to recommend or action strategic and policy changes that may be identified.

It is planned that the first meeting will take place before the end of April.

The Group will initially report to the Economy Thematic Group and a further update will be provided to a future Management Committee meeting.

For further information contact: Douglas Cowan
douglas.cowan@hient.co.uk
Telephone 01546 605402

Argyll and Bute Community Planning Partnership**Management Committee
21 March 2012**

Shared approach to learning

1. SUMMARY

- 1.1** Argyll and Bute Council and NHS have been exploring opportunities for shared management learning using resources available through the change fund.

2. RECOMMENDATIONS

- 2.1** The Management Committee note the progress being made in relation to a shared approach to learning and development.

3. BACKGROUND

- 3.1** NHS and Argyll and Bute Council are currently exploring opportunities for shared learning and development for managers. Funding is available to the NHS for training and development in specific sectors of health and social care to ensure that managers have the skills to manage in a period of significant transition.
- 3.2** Some aspects of leadership will be service specific and those will be taken forward within this context. Officers are currently identify where there are more generic management skills and competencies that could be shared more widely, particularly integrating with the Council's learning and development framework that includes the Argyll and Bute Manager.
- 3.3** Meetings will take place over the next few weeks in relation to tender specification and more detailed feedback will be brought to the management committee in due course.

4. CONCLUSION

- 4.1** The integration of health and social care provides an opportunity for joint learning and will be developed further as the tender and specifications are developed.

For further information contact: Jane Fowler, Head of Improvement and
HR

Telephone 01546 604466

Argyll and Bute Community Planning Partnership**Management Committee**
21 March 2012

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Reshaping Care for Older People in Argyll and Bute

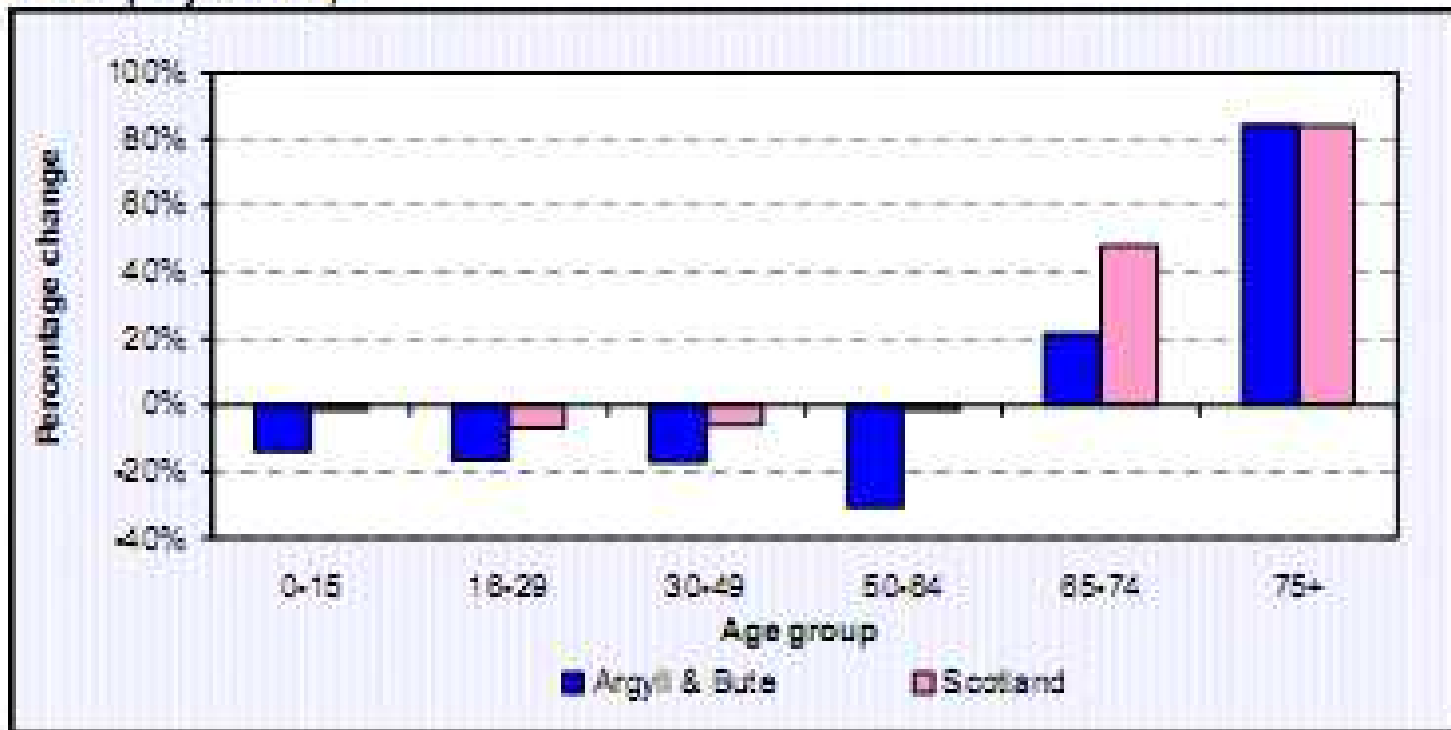


Reshaping Care for Older People – why?

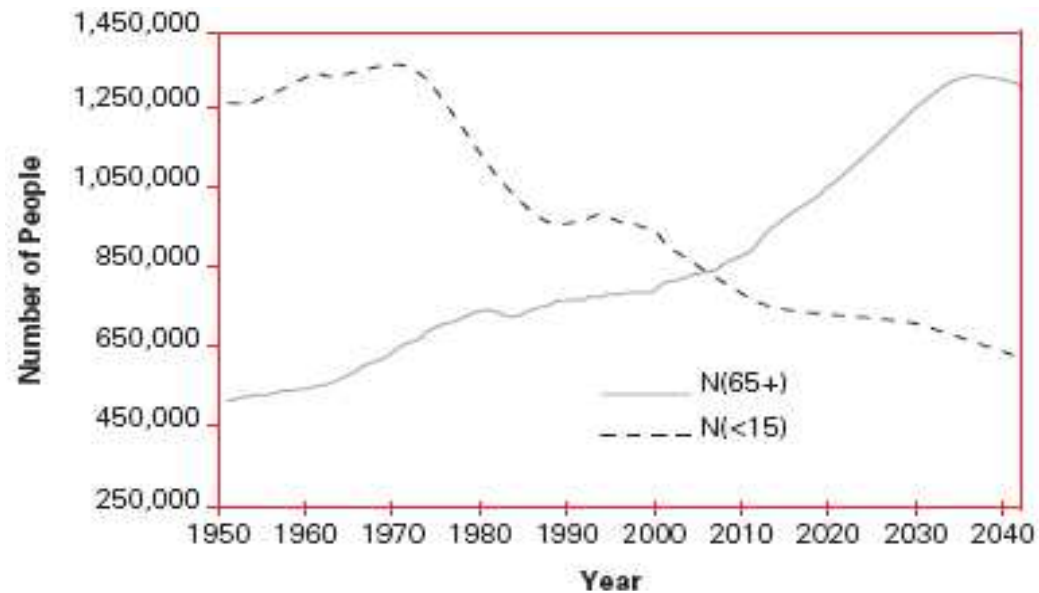
- q We are a rapidly ageing country
- q We face significant financial pressures
- q Current services are not sustainable
- q Some current services/approaches are not good enough for older people

Ageing Population

Percentage change in population in Argyll & Bute and Scotland, 2008-2033 (2008-based projections)



Population in <15 and 65+ age groups, Scotland: 1950-2042 (GAD projection)





The Financial Projections

To meet increased demand on basis of current services:

Current spend £4.5 billion p.a.

Spend in 2016 £5.6 billion p.a.

Extra £1.1 billion - **an increase of 22%**

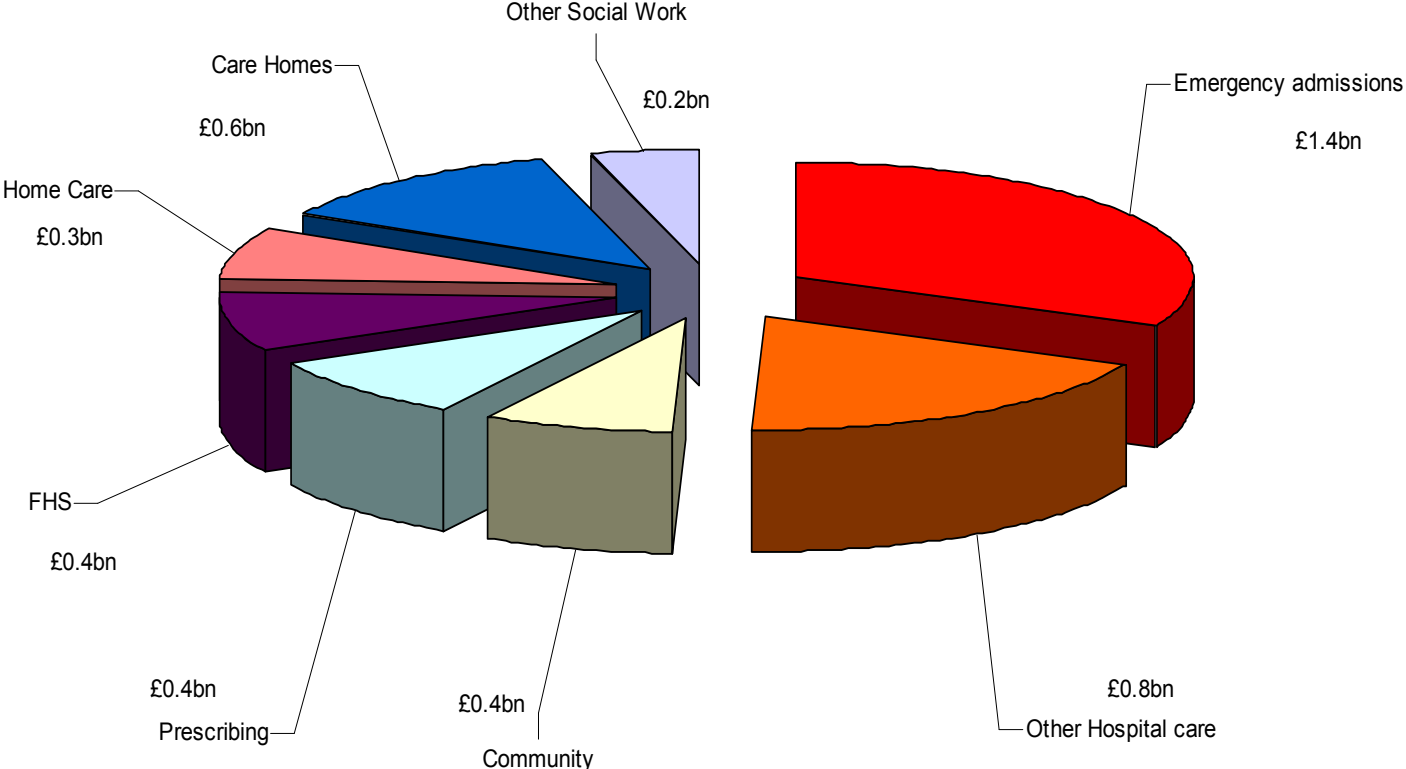
Over same period – a reduction in total public expenditure of between 10%-14%



Pause for thought:

- ∇ Nearly 1/3 of the money spent on health/social care for over 65s is on emergency hospital admission (£1.4 billion out of £4.5 billion each year)
- ∇ 89.5% of people over 65 years are not in the care system
(97% of people between 65-74 years)
- ∇ More of the same will cost an extra £1.1 billion by 2016 – and from where?

How do we spend the £4.5 billion ...





To meet demands in Scotland we would need:

- q A new 600 bed hospital every 3 years for 20 years
- q A new 50 bed care home every 2 weeks for 20 years
- q £2.8 billion investment in sheltered housing
- q Most school leavers going into the care sector to sustain current staffing levels



Reshaping Care for Older People Aims to:

Help older people stay safe and well outside the care system by:

- q Promoting healthy ageing
- q Supporting Self Care
- q Supporting communities and unpaid carers
- q More preventative and anticipatory care
- q More telecare/equipment/adaptations



What Do We Need To Do to Deliver This

- q Better working together -
Councils/Health/Independent Providers/Third Sector/
Communities
- q Better/ more complex care at home
- q “Care Pathways” – help people move up down the care
system
- q New models of Care Homes and very sheltered housing
- q Better crisis care
- q Alternatives to emergency hospital admission
- q Focus on recovery, rehabilitation and re-ablement



Our biggest challenges

- q To build a consensus across citizens/public, clinicians, care providers around the philosophy and shape of care over the next 20 years
- q To translate “agreement in principle” into decisions, actions and real changes
- q To de-commission current services in order to invest in new developments
- q To work together through a mutual care approach to achieve positive and sustainable change



Change Fund

- Pump priming fund from Scottish Government to support partnerships to make the necessary changes to address the priorities identified
- Available to partnerships over four years
- Shift in resource from NHS and Council institutional care to Independent and Third Sector organisations



Integration of Health and Social Care

- Community Health Partnerships will be replaced by Health and Social Care Partnerships
- Partnerships will be accountable to Ministers, Health Boards, Leaders of local authorities and the public for delivering new nationally agreed outcomes.
- NHS Boards and local authorities will be required to produce integrated budgets for older people's services
The role of clinicians and social care professionals in the planning of services for older people will be strengthened
- A smaller proportion of resources - money and staff - will be directed towards institutional care and more resources will be invested in community provision.

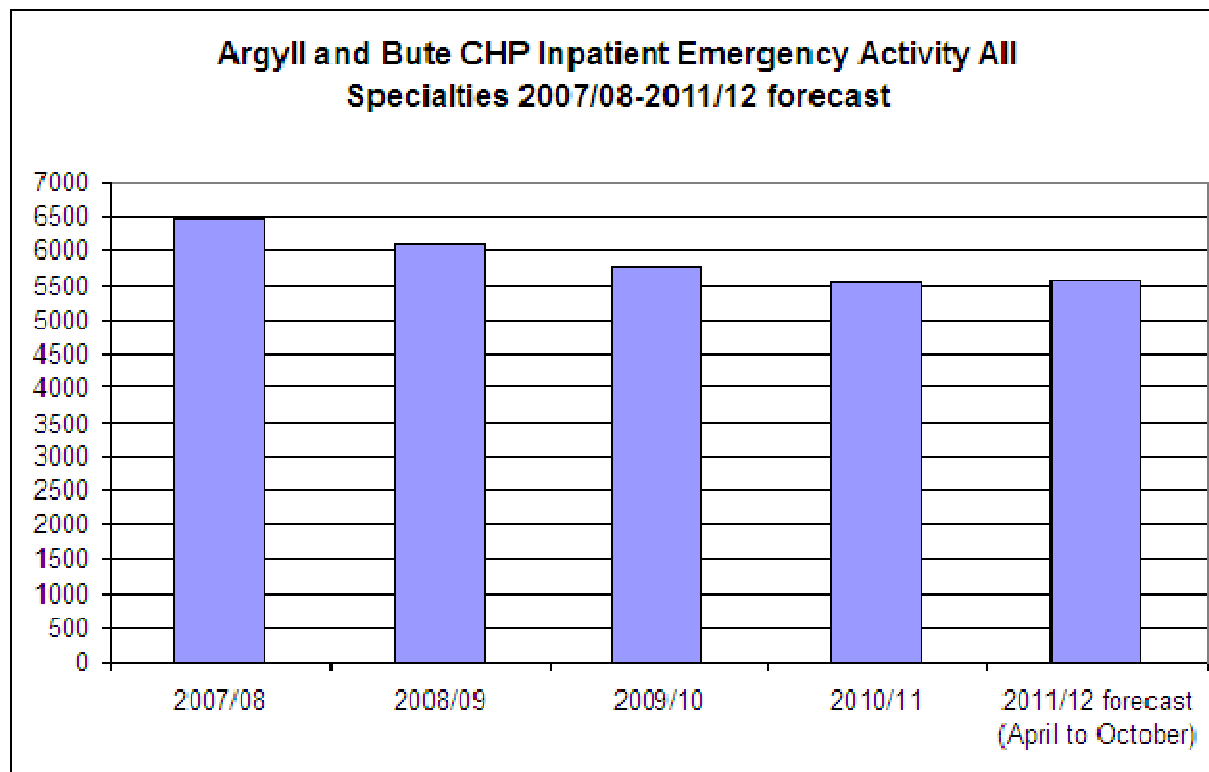


Argyll and Bute Partnership

At the forefront.....

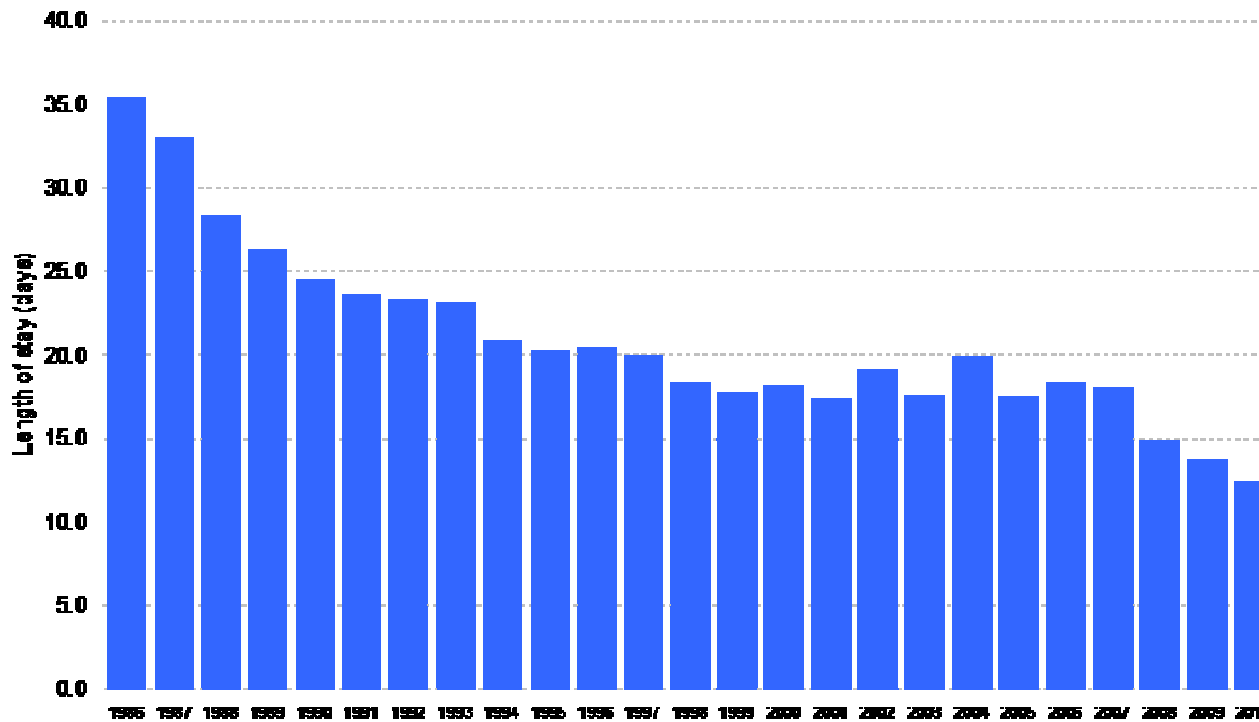
- Emergency Admissions
- Length of Stay
- Delayed Discharge
- Balance of Care
- Use of telehealthcare

Emergency Admission Rates in Argyll and Bute



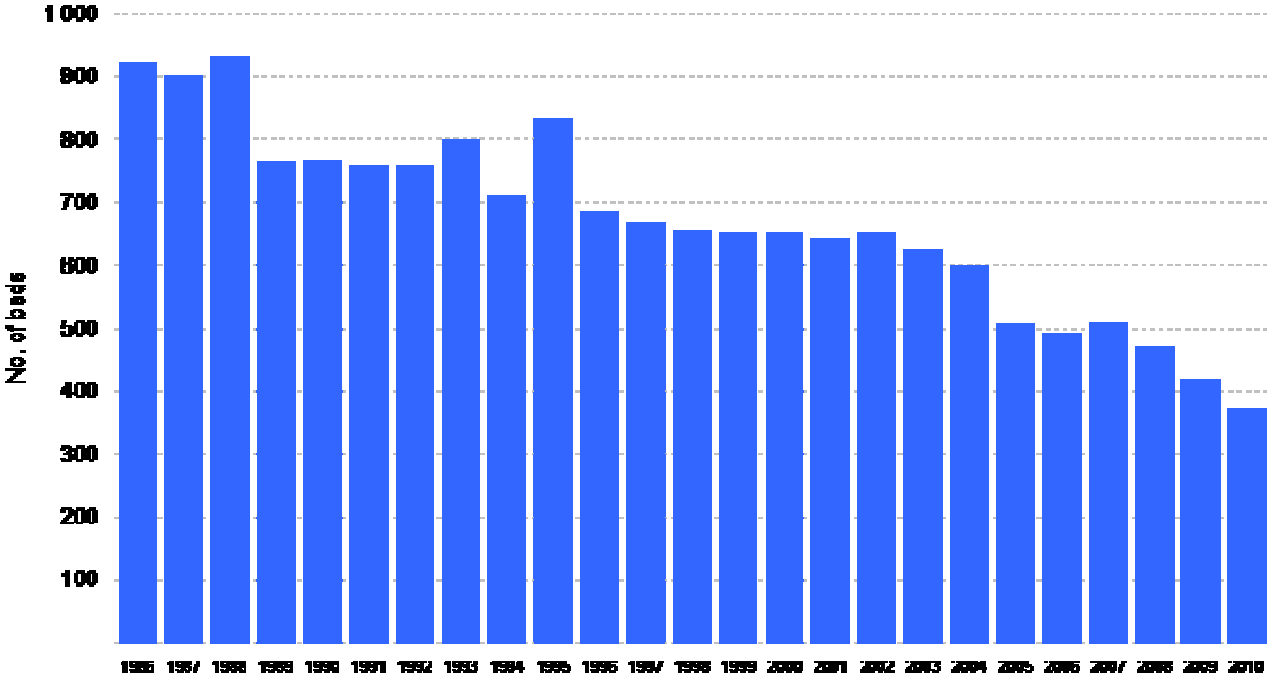
Average Length of Stay in Argyll and Bute Hospitals

NHS HIGHLAND | ARGYLL & BUTE CHP
Change in average length of stay all Specialties: 1986 to 2010
Source: ISD (Scotland) / ISD (GP)



Reduction in Bed Numbers in Argyll and Bute Hospitals 1986 – 2010

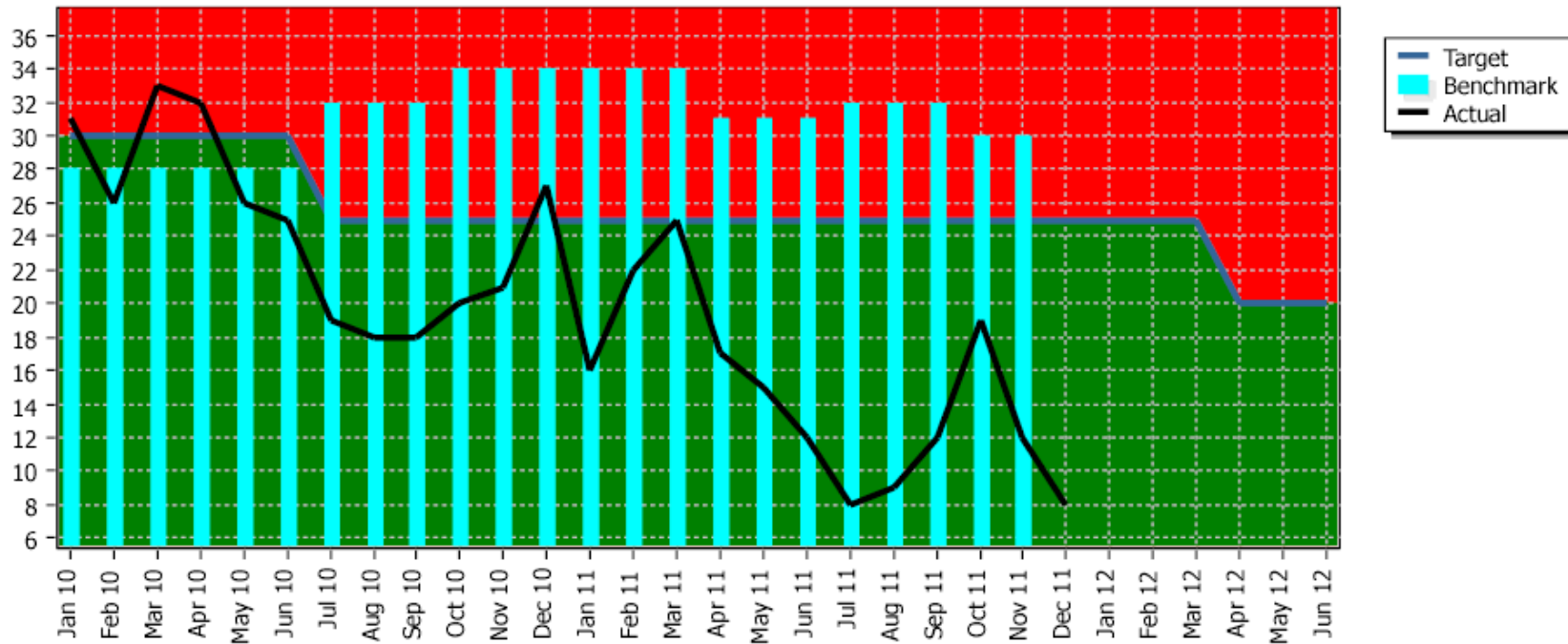
NHS HIGHLAND | ARGYLL & BUTE CHP
Change in number of Inpatient beds all specialities: 1986 to March
2010
Source: ISD (Scotland) / ISD (SY)



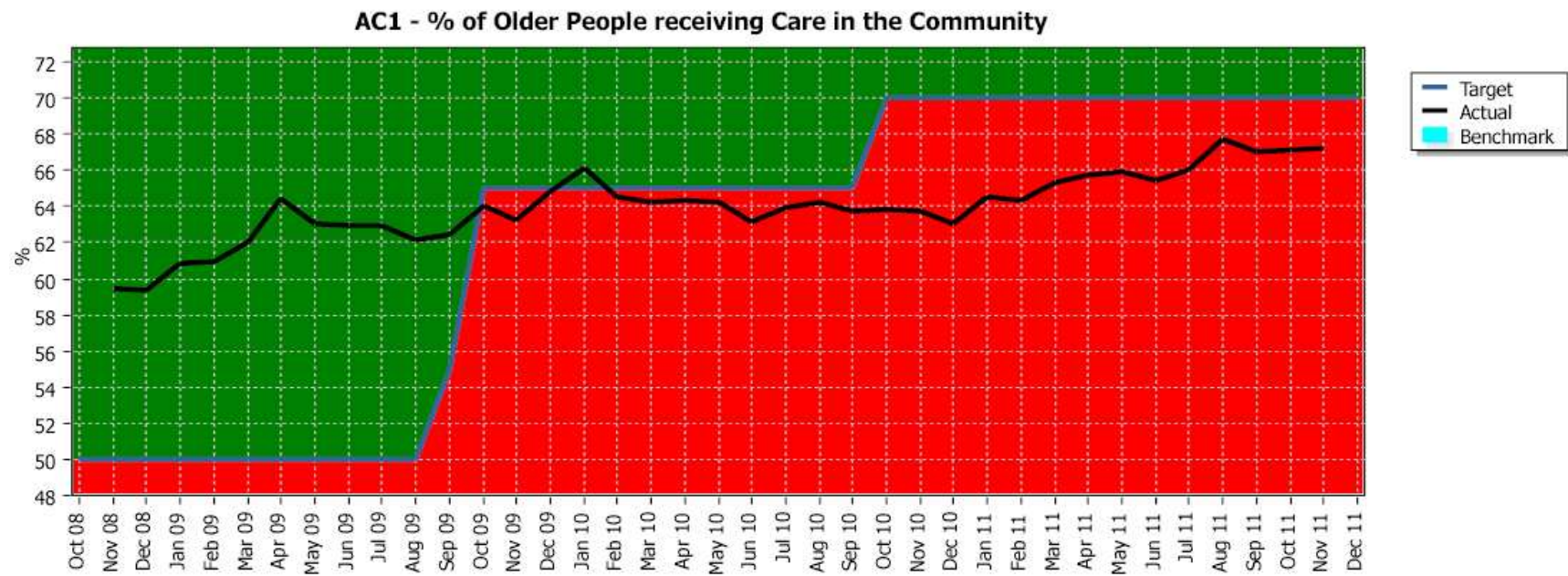
Reduced to 275 by end of 2011

Reduction in Delayed Discharges in Argyll and Bute since January 2010

AC5 - Total No of Delayed Discharge Clients within A&B

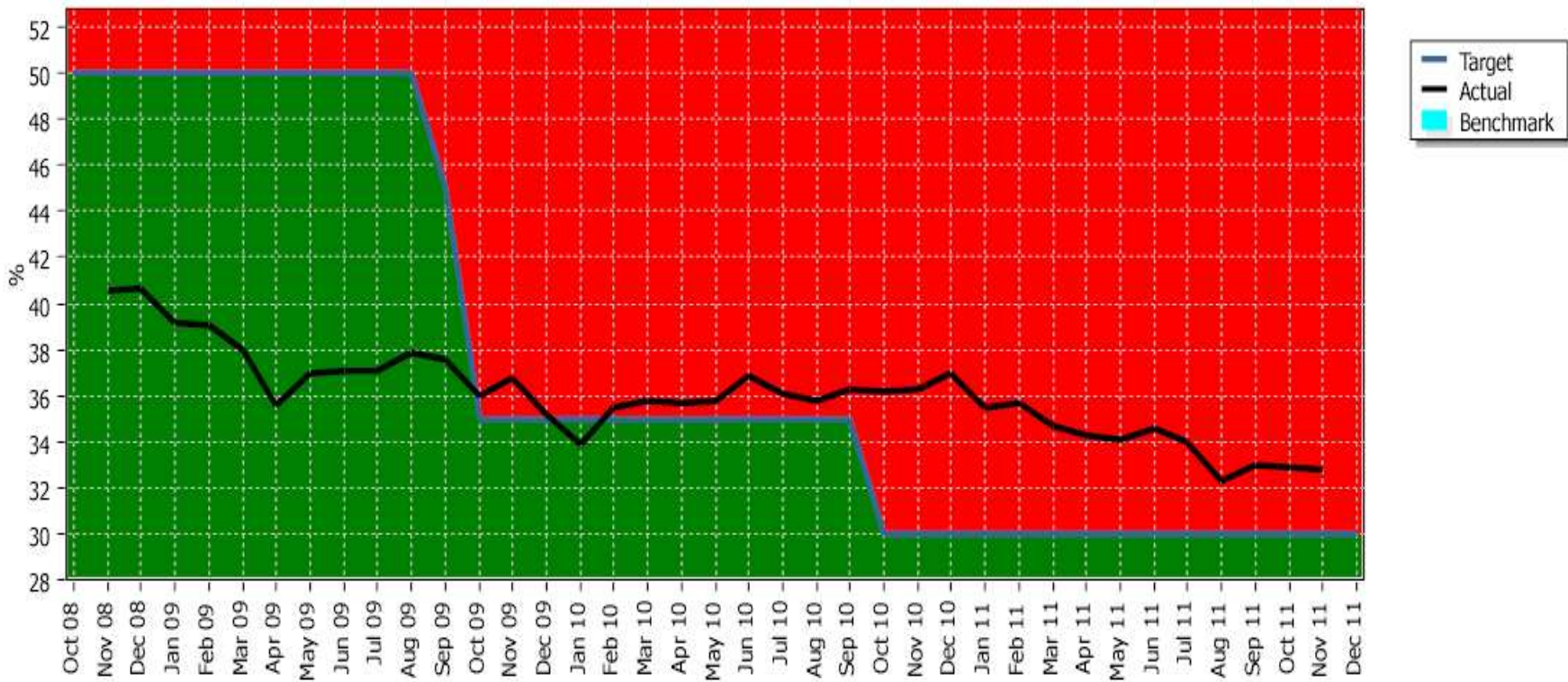


Balance of Care in Argyll and Bute

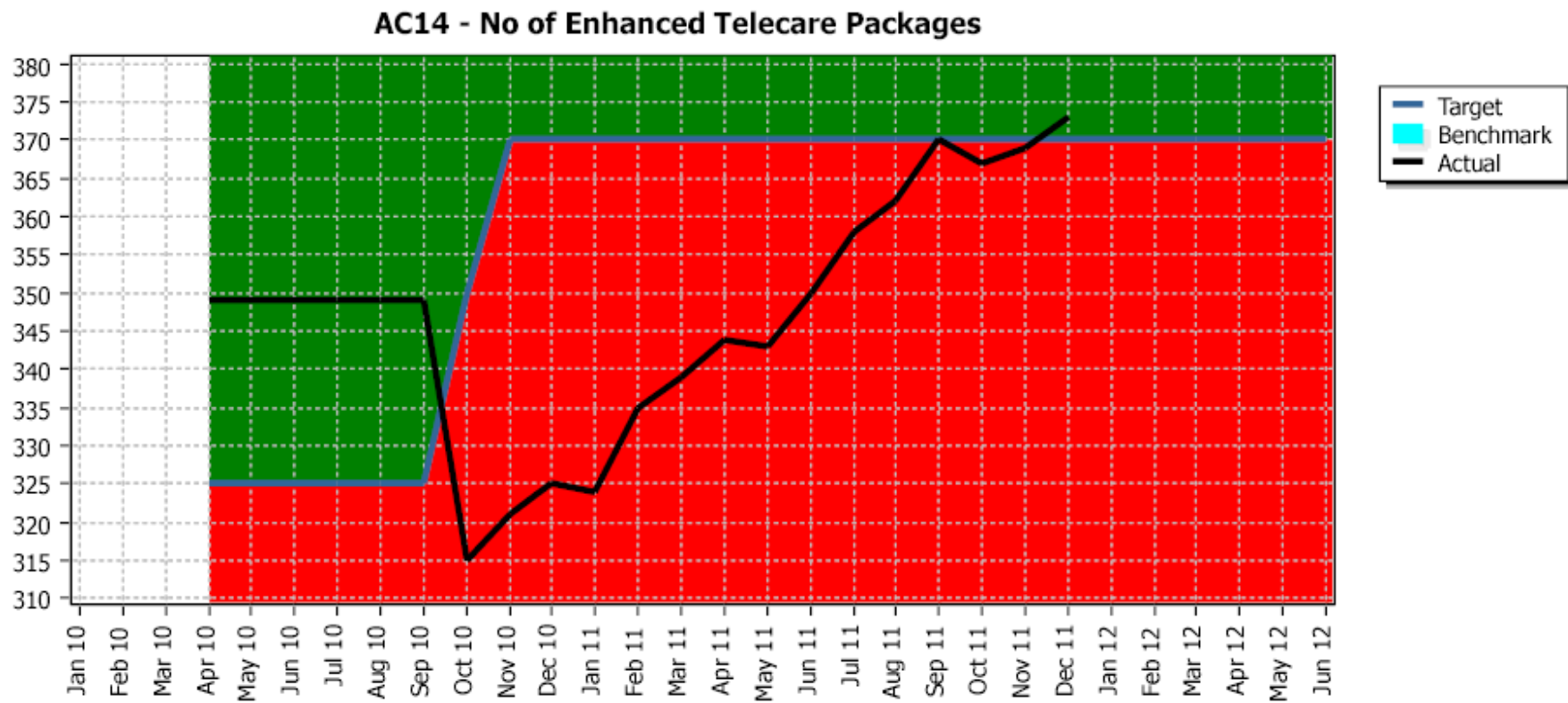


Percentage of People in Institutional Care in Argyll and Bute

AC1a - % of Older People receiving Care in an Institution



No of people receiving Telecare Packages





Getting Community Care Right in Argyll and Bute

The Vision:

- Our vision is that the people in Argyll and Bute will live lives that are as long, healthy, active and happy as possible.
- The overall aim for Argyll and Bute Community Care Services will be to enhance the quality of the lives of the people with whom we work in order to achieve this vision
- Our Services will be aligned to focus on four common goals:
 - n **Maintaining Independence**
 - n **Recognising and preventing difficulties**
 - n **Regaining skills and confidence**
 - n **Delivering care that is dignified, respectful and person centred**



What are Our Priorities for Year One of Change Fund investment?

- Reduce the number of people who fall
- Make sure people get the right medicines at the right time
- Help people to be independent and to look after themselves – ***enablement/reablement***
- Provide palliative/end of life care in the right place
- Support communities to support older people
- Improve housing adaptations, equipment provision and use of technology to support people in their own homes
- Improve support for Carers
- Improve care for people with dementia
- Provide high quality individualised services for older people – ***self directed care***



Key Principles of the Model of Care

- Single point of access in the community for both health and social care services
- Joint use of an electronic assessment focussed on personal outcomes plans
- Person centred joint anticipatory care planning
- Joint monitoring and reviewing of care plans – lead professional
- Shift in culture towards enablement/ reablement
- Prevention of unnecessary admissions to hospital
- Prompt discharge home from hospital



Key Principles

- Supporting structured community management of high risk individuals
- High quality end of life care delivered in place of choice
- People to have more control, choice and independence
- Supporting people to manage their own illness
- Support people to actively engage with the private, voluntary and third sector
- Developing services with third and private sector, coproduction modelling
- Clearly defined roles and responsibilities
- Flexible and responsive team approach to care, delivered at home across 24/7



Implementation Plan

- Bute Pathfinder
- All Other Areas to implement key principles during 2012
- Leadership by Clinical Services and Area Resources Managers
- Locality groups
- Monitoring framework under development



Questions

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Argyll and Bute Community Planning Partnership**Management Committee**
Date: 21st March 2012

Title: Community Planning – Self Assessment**• Roles and Responsibilities**

1. SUMMARY

- 1.1. This report is to update the Management Committee on progress of the Roles and Responsibilities paper first submitted to Management Committee in February 2012 in response to the findings of the CPP Self Assessment.
- 1.2. The CPP self assessment was carried out from March to June 2011. The findings were collated and reported back to CPP at all levels from August to October 2011.
- 1.3. A number of actions were agreed under five headings
 1. Structure
 2. Governance
 3. Planning, Monitoring and Evaluation
 4. Communication
 5. Political Leadership
- 1.4. Attached is the Roles and Responsibilities paper that was first considered by Management Committee on the 1st of February 2012. A number of suggestions were made on how to improve this paper and this revised version now includes those changes and information on the roles and responsibilities of those involved in the CPP Executive Sub Group.
- 1.5. The roles and responsibilities of council officers and Elected Members involved across the CPP framework has also been discussed at Council Senior Management Team. The outcome of these discussions is also reflected in the revised paper.

2. RECOMMENDATIONS

- 2.1. The Management Committee is asked to note the contents of the revised Roles and Responsibilities paper.

For further information, please contact:
Jane Fowler, Head of Improvement and HR, 01546 604466

CPP Roles and Responsibilities						
Name	Membership	Role	Way of working / support	Partner organisations role	Role of chair	Individual members roles
Executive Sub Group	Argyll and Bute Council NHS Highland Strathclyde Police Strathclyde Fire & Rescue	To identify and develop areas of strategic shared service opportunities between the public sector partners.	Way of working Meets up to 6 times a year. Meetings conducted by the Chair, currently Council Chief Executive. Ensure decisions are reported to the Management Committee. Support <u>Argyll and Bute Council - Improvement and HR</u> Administrative support including preparation and distribution of papers and minute taking.	To ensure appropriate representation at every Board meeting – must be able to provide resource and strategic commitment as required. To ensure that a substitute is in attendance where the group member is unable to attend, and that said person is fully briefed. To ensure handover/briefing is undertaken where the representative permanently changes.	To convene and chair meetings. To guide and draw discussion to a conclusion. To ensure appropriate representation is provided from partners. To ensure roles of groups and individuals in the partnership is fulfilled.	Responsible for promoting principle of community planning within their organisation. Operate as their organisation's Executive representative. Act as a conduit within own organisation for agreed scope of activity. To provide appropriate resources from their organisation. Carry out review/self assessment of group and individual roles on a regular basis.
Full Partnership -has responsibility for the strategic direction of community planning in Argyll and Bute.	All Partners	-provide strategic direction for the partnership. -responsible for progress of community planning in Argyll and Bute at strategic and local level. -responsible for funding that is allocated to the partnership and monitoring any joint budgets. -responsible for reporting to and feeding back to the Scottish Government. -agrees priorities for the	Way of working -meets three times a year. -meetings conducted by the Chair, currently Leader of the Council. -ensure agendas and minutes are posted on modern.gov. Support <u>Argyll and Bute Council - Improvement and HR</u> Administrative support including preparation and distribution of papers	-to ensure appropriate representation at every Board meeting – must be able to provide resource and strategic commitment as required. -to ensure that a substitute is in attendance where the group member is unable to attend, and that said person is fully briefed. -to ensure handover/briefing is undertaken where the representative permanently changes.	-to convene and chair meetings. -to guide and draw discussion to a conclusion. -to ensure appropriate representation is provided from partners. -to ensure roles of groups and individuals in the partnership is fulfilled	-responsible for promoting principle of community planning within their organisation. -liaise with their organisation's Executive representative. -act as a conduit within own organisation for agreed scope of activity. -to provide appropriate resources from their organisation. -on an annual basis carry

CPP Roles and Responsibilities						
Name	Membership	Role	Way of working / support	Partner organisations role	Role of chair	Individual members roles
		<p>partnership taking cognisance of views from thematic and local community planning groups and national priorities.</p> <p>-reviews and agrees the Community Plan/SOA.</p> <p>-responsible for the monitoring and evaluation of community planning in Argyll and Bute.</p> <p>-delegates action/decision to other groups in the partnership as appropriate.</p> <p>-ensures that ALL work by partners is carried out in accordance with the principles of community planning and the National Standards for Community Engagement</p>	<p>and minute taking.</p> <p>Strategic guidance, support Development of Community Plan/Single Outcome Agreement.</p> <p>Prepare Community Planning Scorecards.</p>			<p>out review/self assessment of group and individual roles.</p>

CPP Roles and Responsibilities						
Name	Membership	Role	Way of working / support	Partner organisations role	Role of chair	Individual members roles
Management Committee -has responsibility for operational delivery across Argyll and Bute and for progress of work of community planning objectives.	Argyll and Bute Council NHS Highland Strathclyde Police Strathclyde Fire & Rescue Scottish Natural Heritage Highlands and Islands Enterprise Third Sector Partnership	-implements operational delivery of community planning at Argyll and Bute level. -progresses work towards the agreed objectives. -drafts the annual report on community planning and SOA. -delegates work to and receives reports from the thematic groups and local groups. -deals with issues where they not able to be dealt with by the thematic groups or local groups. -recommends action to the Full Partnership. -provides guidance to thematic groups and local groups when required. -keeps abreast of national initiatives and good practice. -ensures that ALL work by partners is carried out in accordance with the principles of community planning and the National Standards for Community Engagement	Way of working Meets every two months (6 meetings a year) -meetings conducted by the Chair, currently General Manager of Argyll and Bute CHP (NHS Highland). ensure agendas and minutes are posted on modern.gov Support Supported by Argyll and Bute Council <u>Improvement and HR</u> Administrative support including preparation and distribution of papers and minute taking Strategic guidance, support Development of Community Plan/Single Outcome Agreement Prepare Community Planning Scorecards	to ensure appropriate representation at every Management Committee meeting to ensure that a substitute is in attendance where the group member is unable to attend and that said person is fully briefed to ensure handover/briefing is undertaken where the representative permanently changes	to convene and chair meetings to guide and draw discussion to a conclusion	important role in promoting principle of community planning within their organisation liaise with and inform their organisation's FP representative act as a conduit within own organisation for agreed scope of activity work to identify opportunities for community planning work to progress agreed objectives on an annual basis carry out review/self assessment of group and individual roles
	<u>Economy</u>	to work collaboratively and	Way of working	to ensure that thematic group	Role of Chair	keep abreast of matters

CPP Roles and Responsibilities						
Name	Membership	Role	Way of working / support	Partner organisations role	Role of chair	Individual members roles
Thematic Groups -have the responsibility for progressing work against the theme	HIE(lead) SE ABC ABSEN SDS Argyll College <u>Environment</u> SNH (lead) ABC SEPA <u>Social Affairs</u> ABC (lead) NHS TSP Strathclyde Police Strathclyde Fire & Rescue <u>Third Sector and Communities</u> ABC TSP HIE NHS Strathclyde Police Strathclyde Fire & Rescue	lead on the theme to keep abreast of national, international, local matters and initiatives and of best practice in relation to theme to keep abreast of, and analyse data, evidence, feedback from community in relation to theme to identify opportunities for joint working to keep an overview of all related partnerships, strategies and plans to provide strategic direction to all partners with regards to the thematic area to project manage and monitor progress towards key strategic objectives and targets to disseminate information and best practice to Local Community Planning Groups, the Management Committee and the Full Partnership to ensure that ALL work by partners is carried out in accordance with the principles of community planning and the National Standards for Community Engagement	Meet four times a year hold virtual meetings/discussions/share information as required ensure agendas and minutes are posted on modern.gov on an annual basis, carry out review/self assessment Support Supported by Argyll and Bute Council <u>Improvement and HR</u> Strategic guidance, support development of thematic plans, prepare thematic scorecards <u>Customer Services.</u> Administrative support including preparation and distribution of papers and minute taking	members are given sufficient resources, time and empowerment to fulfil the role to ensure that a substitute is in attendance where the group member is unable to attend and that said person is fully briefed to ensure handover/briefing is undertaken where the representative permanently changes to ensure that the whole scope of activity, relating to the theme, can be covered by thematic group member(s)	to convene, chair, administer meetings to instigate and guide virtual/online discussion and as necessary, draw such discussion to a conclusion and guide dissemination of information to ensure roles of group and individuals is fulfilled Role of Theme Lead to provide a strategic lead giving direction to all partners with regards to the thematic area to report to Community Planning Management Committee and Full Partnership	relating to theme within agreed scope of personal remit share information, alert thematic group members, Chair and Theme Lead to important issues act as a conduit within own organisation for agreed scope of activity

CPP Roles and Responsibilities						
Name	Membership	Role	Way of working / support	Partner organisations role	Role of chair	Individual members roles
		to report to Management Committee and Full Partnership as appropriate				

CPP Roles and Responsibilities						
Name	Membership	Role	Way of working / support	Partner organisations role	Role of chair	Individual members roles
<p>Local Community Planning Groups</p> <p>- have responsibility for ensuring that relevant partners and community representatives in their area have the opportunity to attend each meeting and that steps will be taken to report on progress of the Local Community Planning Group to the area's residents in an appropriate and cost effective way.</p>	<p>to be determined by group but to be a minimum of:</p> <p>Argyll and Bute Council (Customer Services) ABC – Elected Members Community Councils NHS Third Sector Partnership Strathclyde Police Strathclyde Fire & Rescue</p>	<p>-to work collaboratively and lead community planning in the Area.</p> <p>-to keep abreast of, and analyse data, evidence and feedback from the local community to identify community needs.</p> <p>-to keep abreast of best practice and apply as appropriate.</p> <p>-to identify opportunities for joint working.</p> <p>-to develop, oversee the implementation, and monitor any agreed plan(s) for the Area.</p> <p>-to establish, maintain, work with and support a network of community interests.</p> <p>-to disseminate information and engage with community interests.</p> <p>-to initiate, support and implement local (strategic) initiatives as appropriate.</p> <p>-to ensure that locally all strategies are developed and implemented, and services designed and delivered, in accordance with the National Standards for Community</p>	<p>Way of working LACPGs will meet four times a year</p> <p>-hold virtual meetings/ discussions/ share information as required.</p> <p>-ensure agendas and minutes are posted on modern.gov.</p> <p>-be open and transparent and promote Community Planning.</p> <p>-on an annual basis, carry out review/self assessment.</p> <p>Support Supported by Argyll and Bute Council <u>Improvement and HR</u> -provide strategic guidance and development.</p> <p><u>Customer Services</u> -oversee effective management of community planning activities across 4 administrative areas and support work carried out from centre. -provide administrative support including preparation and distribution of papers and minute taking.</p> <p><u>Community Development Team</u> -lead bi-annual/ annual community consultation events ensuring communities are participating in and influencing community planning. -building capacity within local communities.</p>	<p>-to ensure that LACPG partner members are given sufficient resources, time and empowerment to fulfil role.</p> <p>-to ensure that a substitute is in attendance where the partner member is unable to attend, and that said person is fully briefed.</p> <p>-to ensure that the whole scope of activity in the Area can be covered by Local Area Community Planning Group Member(s)</p>	<p>-to convene, chair, administer meetings.</p> <p>-to ensure roles of group and individuals is fulfilled.</p>	<p>-share information, alert group members to important issues. -act as a conduit within own organisation for agreed scope of activity. -identify and promote opportunities for joint working.</p> <p>-generally promote Community Planning to all.</p> <p>-on an annual basis carry out review/self assessment of group and individual roles.</p>

CPP Roles and Responsibilities						
Name	Membership	Role	Way of working / support	Partner organisations role	Role of chair	Individual members roles
		Engagement. -to report to Management Committee and Full Partnership as appropriate, including feedback and issues from the community.				
CPP protocols for dealing with issues arising from Local Area Community Planning Groups						
<p>The Argyll and Bute Community Planning Partnership structure allows maximum delegation. Decisions will only be taken at Full Partnership level if they fall outwith the remit of the Management Committee, Thematic Groups or Local Area Community Planning Groups.</p> <p>The following protocols, therefore, offer guidance on how to proceed when an <u>issue is raised at Local Area Community Planning Group (LACPG) level</u>, but cannot be successfully dealt with at that level.</p> <ul style="list-style-type: none"> • LACPGs should first try to establish which thematic group(s) that the issue is relevant to • The issue should then be reported to the relevant Community Planning Support Officer who will make contact with the appropriate Theme Leads • The CP Support Officer should also contact the other LACPGs to see if they have a similar issue. <p>(The CP Support Officer can record the issue, liaise with the Thematic Leads/Thematic group members and ensure that a response is promptly agreed and given. This also allows the CP Support Officer to keep an overall view of the issues arising.)</p> <ul style="list-style-type: none"> • A timescale will be identified within which the LACPG should expect a response to their issue. <p>This should take into account the reality that the issue may need to be dealt with by electronic networking, if an actual theme forum meeting is not immediate.</p> <p><u>If the issue cannot then be dealt with at Theme Group level:</u></p> <ul style="list-style-type: none"> • The issue will then be put to the Community Planning Management Committee with the same conditions and timescale as above. <p><u>If the issue cannot then be dealt with at Management Committee Level</u></p> <ul style="list-style-type: none"> • The issue will then be put to the Community Planning Full Partnership with the same conditions and timescale as above. 						
Citizens' Panel						
<p>Co-ordinate regular Citizens Panel questionnaires with partner involvement, analyse feedback and ensure panel remains representative</p> <p>Supported by Argyll and Bute Council - Improvement and HR</p>						

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ARGYLL AND BUTE COUNCIL**COMMUNITY PLANNING PARTNERSHIP****COMMUNITY SERVICES****WEDNESDAY 21ST MARCH 2012**

REPORT ON ARGYLL AND BUTE APPLICATION FOR 'ENGLISH FOR SPEAKERS OF OTHER LANGUAGES' (ESOL) FUNDING 2012 -2013

1. SUMMARY

- 1.1** The funding arrangements for 'English for Speakers of Other Languages' (ESOL) funding have changed for 2012-13. Community Planning Partnerships are now asked to take the lead co-ordinating role for the project, and to liaise with Scottish Government (SG)/ Scottish Funding Council (SFC).
- 1.2** Argyll College and Argyll and Bute Council (CLD Service) have submitted a joint funding application for 2012-13 for a total of £62,873.00.
- 1.3** The SFC will communicate the decision on the application in early March 2012. Any funding allocated may be drawn down in September 2012.

2. RECOMMENDATIONS

- 2.1** Members are invited to note the contents of this report, and of the background paper appended.

3. DETAIL

3.1 Background

The Adult 'English for Speakers of Other Languages' (ESOL) Strategy for Scotland was published in March 2007 and aims to provide a blueprint to upgrade the quality and, where appropriate, quantity of publicly funded ESOL provision across the college, community learning and development (CLD) and voluntary sectors.

ESOL provision is intended for all Scottish residents for whom English is not a first language: migrant workers; asylum seekers and refugees; and settled minority ethnic communities. Particular target areas for provision are currently improved employability and family learning.

Argyll and Bute have been granted allocations of (ESOL) funding from the Scottish Government for a number of years, during which funding was given direct to college and local authority providers.

However, the funding arrangements have changed for 2012-13. Community Planning Partnerships are now asked to take the lead co-ordinating role for the project, and to liaise with Scottish Government

(SG)/ Scottish Funding Council (SFC). The change is intended to encourage ESOL providers to work together and to target local demand/ need.

3.2 Timescales

The decision on any award will be communicated by SFC in early March 2012. Payment will be made in September 2012 by SFC to a nominated college, which will disperse funding to partners. Projects will be undertaken between April 2012 and June 2013. A short report will be required on outcomes and learner numbers for each project.

4. CONCLUSION n/a

5. IMPLICATIONS

Policy: Nil

Finance: External grant funding applied for

Personnel: Nil

Legal: Nil

Equal Opportunities: ESOL provision targets minority groups and aspires to attain 5 guiding principles of inclusion, diversity, quality, achievement and progression for provision in Scotland.

Executive Director of Community Services

For further information please contact:

Donald MacVicar

Head of Community and Culture

English for Speakers of Other Languages (ESOL)

Grant Funding 2012 - 2013

Application Form

Community Planning Partnership (CPP) Details

1. Partnership area:

Argyll and Bute

2. Named contact for CPP:

Eileen Wilson

3. Contact e-mail address of CPP:

eileen.wilson@argyll-bute.gov.uk

4. Telephone number of contact in CPP:

01436 658726

5. College and college contact in partnership (for distribution of funds)

Argyll College

Michael Breslin, Principal
Argyll College, West Bay,
Dunoon,
Argyll PA23 7HP

Tel: 01631 559 755 (diverts to mobile)

6. Project(s) Information

(Add more tables if required for individual projects)

1.	Title: Employability: Workplace ESOL and Job Clubs
	Partners: Argyll and Bute Council CLD, local employers, JC+, SDS and others
	<p>Details of project:</p> <ul style="list-style-type: none"> • Helensburgh: Rural outreach workplace-based ESOL classes (in Arrochar) • Oban: Development of outreach workplace-based ESOL provision • Oban: further expansion of existing Job Club to address needs of increasing numbers of ESOL attendees • Bute: Re-establishment of outreach workplace-based ESOL provision • Cowal: Rural outreach workplace-based ESOL classes (in Lochgoilhead)
	Outcome: People with ESOL needs are enabled to improve their employability skills and access better quality employment opportunities
	<p>Information/Evidence of demand/need</p> <p>Community-based CLD Workers reports:</p> <p>Helensburgh:</p> <ul style="list-style-type: none"> • 'I am not aware of any other ESOL provider in our area. We have delivered a variety of ESOL classes in the past year. ... In addition we ran two workplace ESOL classes at the Claymore Hotel in Arrochar – one for Beginners and one for Pre-Intermediate to Intermediate level. We had 18 students attending these 2 classes. All classes were evaluated and we received good feedback from the groups. We have written testimonials from students stating how the classes have helped them in their work environment, socially, passing the UK citizenship test, passing Health and Safety exams, passing the Driving Theory test etc. • I would say the demand was pretty stable in the Helensburgh and Lomond area.' <p>Oban:</p> <ul style="list-style-type: none"> • '...We have also noticed a rise in non-native speakers accessing services like the Job Information Club and The Bridge, where people are able to get help with CVs, letters of application, and job search skills. These services offer progression from ESOL to other aspects of adult learning.' <p>Bute</p> <ul style="list-style-type: none"> • 'Overall, numbers of migrant workers have fallen, but many still return to Bute year after year, to the same employers. We need to re-establish workplace groups with returning staff.' <p>Cowal</p> <ul style="list-style-type: none"> • 'Numbers tend to decrease from November to March - this is due to seasonal establishments closing down and employees giving the employees time off to go home (usually a month). This year numbers have declined in the town's locality but some rural establishments are interested in having classes on their premises. I have since found a tutor and a hotel establishment which will allow

	us to use their premises 2012/2013 ... in Lochgoilhead.'
	Cost: £14,855

2.	Title: Community-based ESOL Classes / Groups / Drop-ins (non-accredited)
	Partners: Argyll and Bute Council CLD, Libraries, Argyll College
	<p>Details:</p> <ul style="list-style-type: none"> • Helensburgh: Twice-weekly community-based ESOL (non-accredited) drop-in, tutor-led • Oban: Twice-weekly community-based ESOL (non-accredited) conversation classes, Oban library, tutor-led • Oban: Weekly community-based ESOL (non-accredited) conversation class, Isle of Mull, tutor-led • Mid Argyll: Three x 20-hour community-based ESOL courses (non-accredited) held in Lochgilphead, tutor-led • Campbeltown, Kintyre: Weekly community-based ESOL (non-accredited) conversation class, tutor-led • Cowal: (see 'accredited ESOL provision')
	Outcome: Learners are assisted to function more effectively in their daily lives through improved communication skills and confidence
	<p>Information on /Evidence of demand/need</p> <p>Community-based CLD Workers reports:</p> <p>Helensburgh</p> <ul style="list-style-type: none"> • We have an ESOL Drop-In / class for 2.5 hours every Tuesday afternoon in the Municipal Buildings in Helensburgh. We have had 14 students of varying ability levels – from Beginner to Intermediate. The average number of students was 7 in each class. <p>Oban:</p> <ul style="list-style-type: none"> • 'Learner numbers have fluctuated during 2011, with... some learners leaving and new arriving. A total of 37 learners have taken part (in groups) in Oban, 5 on Mull...' • 'Learner evaluations and comments (are very positive) eg 'I can now make a phone call in English'; 'I am able to understand more and speak more confidently than before and can solve my problems more easily'. • A positive development has been establishing an ESOL resource cupboard

	<p>within the Oban library...</p> <ul style="list-style-type: none"> • A new development was the establishment of an ESOL class on Mull and has been well received...' <p>Mid Argyll:</p> <ul style="list-style-type: none"> • Numbers of ESOL learners remain small but steady (6 students) • '... all students making progress but still have significant needs. Follow on class to be offered informed by students' needs, tutor's assessments and end of course reviews.' <p>Kintyre:</p> <ul style="list-style-type: none"> • 'CLD is the only organisation in the area to be offering (ESOL provision)... • We have seen a sharp increase in the numbers referred and attending ESOL classes. This can be attributed to more extended families moving to the Kintyre area to join other family members • We also evidence an increase of ESOL learners during spring/summer season ... to work in the tourism/hotel industry. This may be more relevant this year with the opening of two large hotels and the regeneration currently taking place in the town. • We currently run an informal ESOL conversational class on Wednesday evenings. We have a qualified tutor who delivers this, with assistance... The class ran April–June, Oct–Dec and by the end of the year (had) 14 regular participants. The participants themselves did most of the recruiting for new learners, bringing friends and family members at their own recommendations. • End of course evaluations were very positive, which was testament to an excellent tutor and demonstrates a positive learning experience.' <p>Bute:</p> <ul style="list-style-type: none"> • There is less need on the island for generic group work, and more focus required on workplace-based provision.
	Cost: £13,985

3.	Title: ESOL 1:1 pairings – ALN and Citizenship needs
	Partners: Argyll and Bute Council CLD
	<p>Details:</p> <ul style="list-style-type: none"> • Helensburgh: 1:1 help from staff (5 learners) • Oban: Weekly 1:1 help from volunteer tutor (1 learner) • Mid Argyll: 1:1 tutoring as required (approx 10 hours), paid tutor (1 learner) • Campbeltown, Kintyre: 1:1 support on referral basis, 2 paid tutors and 1 volunteer (25-30 learners over a year) • Bute: 1:1 support as required, volunteer tutors (2 learners)

	<p>Outcome: Individuals with significant ESOL learning needs are supported to gain confidence and participate in social and community life.</p>
	<p>Information/Evidence of demand/need</p> <p>Community-based CLD Workers reports:</p> <p>Helensburgh:</p> <ul style="list-style-type: none"> • Students ...received individual tuition (eg help with college work, UK citizenship test) <p>Mid Argyll:</p> <ul style="list-style-type: none"> • ‘...all students making progress but still have significant needs’ • ‘(Islay) ESOL needs assessment 2010 showed that need was present’ (although small numbers).’ • ‘Needs are assessed as being non-accredited groupwork and 1:1 provision that is not number dependant.’ <p>Bute:</p> <ul style="list-style-type: none"> • There has been an decrease in the numbers of learners requiring 1:1 support, but their needs are still significant
	<p>Cost: £5,433</p>

4.	<p>Title: Accredited ESOL provision</p>
	<p>Partners: Argyll College, Argyll and Bute Council CLD, Anniesland College</p>
	<p>Details:</p> <p>CLD:</p> <ul style="list-style-type: none"> • Mid Argyll (Islay): Contribution to accredited course run by Argyll College for which numbers are below the minimum • Cowal: 2 classes offering SQA Access, Level 3, or Cambridge examinations (22 students) <p>Argyll College:</p> <ul style="list-style-type: none"> • Cowal: ESOL work & study related context 30hrs (8 students) • Oban: ESOL everyday communication Int 1 40hrs (5 students) • Oban: ESOL Transactional Contexts Int 1 40hrs (4 students) • Oban: ESOL work & study related context 40hrs (9 students) • Oban: ESOL everyday communication Access 3 40hrs (9 students) • Oban: ESOL everyday communication Access 2 80hrs (6 students) • Islay: ESOL everyday communication Access 3 (5 students) • Islay: progression from above course (5 students) <p>We also propose to explore online and blended learning as one way of providing for those in more rural areas using newly created resources. This will also allow people</p>

	<p>who cannot otherwise attend classes due to work commitment to participate at a time that suits them.</p> <p>The impact of this for learners will be as follows:</p> <ul style="list-style-type: none"> • Developing the knowledge and skills to progress through the ESOL awards • Enhance future job prospects and better paid employment • Prepare students for further and higher education within Argyll College UHI and beyond <p>Materials to be written to fit the format required to allow them to be put on the virtual learning environment Blackboard.</p> <p>This will allow us to deliver a range of ESOL programmes from beginner level through elementary and intermediate to advanced proficiency. The mix of courses on offer will be determined by the demand of potential students.</p> <p>The above accredited units are part of a suite of 23 that require development. This can be done at a cost of £1000 per unit. Alternatively we would look to source already written materials that were in a suitable format for uploading to Blackboard that may be purchased at a lower cost although it is unclear at this time if there are any ready or suitable.</p> <p>We propose to introduce the PDA ITESOL as a blended learning course delivered to tutors in remote areas to maintain and improve their teaching skills.</p>
	<p>Outcome: ESOL learners achieve accreditation that furthers their personal development and their ability to participate fully in family, social, community and work life.</p>
	<p>Information/Evidence of demand/need</p> <p>Community-based CLD Workers reports:</p> <p>Oban:</p> <ul style="list-style-type: none"> • Potential for more partnership work with Argyll College to encourage progression from CLD to accredited levels, or for internal verification (eg Citizenship Test) or outreach work <p>Mid Argyll (Islay):</p> <ul style="list-style-type: none"> • Needs were assessed as being for partnership between Argyll College and CLD to support existing provision, due to low student numbers. <p>Kintyre:</p> <ul style="list-style-type: none"> • Potential to work in partnership to offer progression to suitable/relevant individuals for the accredited ESOL with Argyll College <p>Cowal:</p> <ul style="list-style-type: none"> • James Watt College are not offering any ESOL classes this year. • (CLD can offer) beginners and Intermediate classes. In the past, we have put ESOL Learners through Cambridge examinations, however, this year we are working instead towards SQA Access and Level 3 and above.
	<p>Cost: £24,800</p>

5.	Title: CPD for staff and tutors
	Partners: Argyll and Bute Council CLD
	Details: <ul style="list-style-type: none"> • Oban: 1 x CELTA training; 2 x 20hr 'Introduction to TESOL' training for staff/tutors • Mid Argyll: 2 x 20hr 'Introduction to TESOL' training for staff/tutors • Campbeltown, Kintyre: 2 x 20hr 'Introduction to TESOL' training for staff/tutors • Bute: 2 x 20hr 'Introduction to TESOL' training for staff/tutors
	Outcome: Paid and volunteer tutors and staff have access to high quality CPD, increasing their confidence and skills and knowledge base.
	Information/Evidence of demand/need <p>Oban:</p> <ul style="list-style-type: none"> • 'CLD could further develop ESOL provision if there was available funding to provide training opportunities for tutors for professional development and to expand the tutor base.' <p>Mid Argyll:</p> <ul style="list-style-type: none"> • 'There is a need to recruit and train more volunteer tutors' <p>Campbeltown, Kintyre:</p> <ul style="list-style-type: none"> • 'We feel strongly that it is essential that CLD continue to deliver ESOL provision, as we have built and developed a high reputation with partners and learners in the Kintyre area.' • We have an excellent tutor who deserves good quality CPD opportunities <p>Bute:</p> <ul style="list-style-type: none"> • 'We have several good tutors that would benefit from CPD'
	Cost: £4,100

Add further tables for additional projects if required

Project Finance

7. Please give an estimated breakdown of how the grant funding will be allocated for each project. e.g. staffing, resources, CPD if included etc

Project	Allocated to	Amount (£)
1. <i>Employability</i>	<i>staffing</i>	£11,410
	<i>travel</i>	£720
	<i>resources</i>	£1,425
	<i>marketing</i>	£1,300
	total	£14,855

Project	Allocated to	Amount (£)
2. <i>Community-based ESOL Classes / Groups / Drop-ins</i>	<i>staffing</i>	£11,360
	<i>resources</i>	£1,425
	<i>marketing</i>	£1,200
	total	£13,985

Project	Allocated to	Amount (£)
3. <i>ESOL 1:1 pairings – ALN and Citizenship needs</i>	<i>staffing</i>	£5,433
	total	£5,433

Project	Allocated to	Amount (£)
4. <i>Accredited ESOL provision</i>	<i>staffing</i>	£1,800
	<i>resources</i>	£23,000
	total	£24,800

Project	Allocated to	Amount (£)
5. <i>CPD for staff and tutors</i>	<i>course fees</i>	£2,900
	<i>travel</i>	£1,200
	total	£4,100

8. Please state the total amount of funding your CPP wishes to apply for:

£62,873 .00

Other information

9. Please include below any further information in support of your application.

- As is apparent from the above assessments of need from community-based practitioners, numbers and retention of learners vary enormously across the area. The geographical areas showing larger or increasing levels of need are Kintyre, Helensburgh and Oban. Bute, Cowal and Mid Argyll evidence less volume of need, but nevertheless see individual cases where vulnerability is significant.
- Rural isolation is a major factor in the area, and the potential for social exclusion of non-native speakers can therefore sometimes be greater than might be imagined, due to the additional element of physical isolation. Those without access to private transport (as the majority of ESOL learners are), or with vulnerability, health or mobility issues, are the hardest hit.
- Employment rates may appear less serious than in urban areas, but the majority of employment opportunities tend to be part-time, temporary, low-paid, seasonal and/or low-skilled. ESOL learners often need help in order to be able to access better-quality employment opportunities, and there is considerable scope to further develop this aspect of our work.

Declaration

10. I declare that the information on this form is correct to the best of my knowledge and belief.

Name (Block Letters):.....

Signature:_____

E-mail address:

Tel:.....

On behalf of:.....Community Planning Partnership

Date:

Please **email** applications by **11 February 2012** to:

Roland Tye, Scottish Funding Council
rtye@sfc.ac.uk

**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date:**

argyll and bute
communityplanningpartnership



Title: Mental Wellbeing Framework Launch and See Me Signing - 9.3.12

1. SUMMARY

- 1.1** A partnership event took place at the Argyll Hotel in Inveraray on Thursday 9 March 2012 to launch the newly developed **Strategic Framework for Mental Wellbeing in Argyll and Bute 2012 – 2014**.

At the event 7 Community Planning Partners signed the See Me pledge to reduce the stigma associated with mental ill-health.

2. RECOMMENDATIONS

- 2.1** The Management Committee is asked to note the contents of this report and encourage partners to sign up to the Framework and See Me pledge.

3. BACKGROUND

- 3.1** Mental health is an important issue for Scotland and for Argyll and Bute. Nationally one person in 4 will experience a mental health problem in any one year and there is no reason to suspect that this is any different in Argyll and Bute (Scottish Government 2009).

Mental health is not simply the absence of the symptoms of mental illness. The World Health Organisation defines mental health as:

“...a state of wellbeing whereby individuals recognise their abilities, are able to cope with the normal stresses of life, work productively and fruitfully and make a contribution to their communities. Being mentally healthy at any age means having reasonable self-esteem and social relationships and the ability to master or adapt to difficult challenges. It is not the same as the absence of a diagnosable mental illness.”

It is recognised that mental wellbeing underpins physical health, so there can be no health without mental health. A healthy population is essential to the future success of Argyll and Bute, therefore mental wellbeing is integral to that success.

- 3.2** As part of the ongoing NHS modernisation programme for mental health services, a commitment was made to develop a strategy to improve mental health in the population. There must be a balance between investing in services to treat people with mental ill-health and investing in services to empower people to take responsibility for their own mental health and to provide support to enable mental ill-health to be prevented.

A working group made up of NHS, Local Authority and Third Sector partners was formed in early 2011 to develop the strategy. A progress report was provided to the Social Affairs Thematic Group in November 2011 and the draft strategy was consulted upon widely during January and February 2012.

Printed copies of the finalised Framework are available.

The Framework takes a lifecourse approach to mental wellbeing and is based on the priorities laid out in the Scottish Government Strategy, Towards a Mentally Flourishing Scotland 2009 – 2011. These include:

- Mentally healthy children and young people
- Mentally healthy later life
- Mentally healthy communities
- Mentally healthy employment and working life
- Reducing suicide and self harm
- Improving the lives of those experiencing common mental health problems

The Framework will be monitored on an annual basis with a report provided to the Social Affairs Thematic Group.

- 3.3** See Me is Scotland's national campaign to reduce the stigma associated with mental ill-health. An important part of the campaign is a public pledge of commitment and over 300 organisations so far in Scotland have made this pledge.

Research undertaken by See Me found 81% of people with lived experience of mental ill-health said they had experienced stigma, and yet nearly 90% of the public thinks that people with mental health problems should have the same rights as anyone else. By signing the pledge signatories are committing to putting in place actions to reduce the stigma associated with mental ill-health.

Signatories of the pledge included:

Sephton McGuire, Vice Convenor Dunbritton Housing Association
Alistair McLaren, Third Sector Partnership Argyll Voluntary Action

Derek Leslie, General Manager Argyll and Bute Community Health Partnership
Marlene Baillie, Chief Inspector Strathclyde Police
Douglas Cowan, Area Manager Highlands and Islands Enterprise
Colin Renfrew, Chief Executive Fyne Homes
Paul Connelly, Area Commander Strathclyde Fire and Rescue

By signing the pledge, signatories are also agreeing to put in place an action plan to reduce stigma. NHS Highland's action plan is attached here:



See Me Action Plan
NHS Highland

4. CONCLUSION

4.1 Mental wellbeing is an important issue for Argyll and Bute and for the Community Planning Partnership.

For further information contact: Alison McGrory
Health Improvement Principal, Argyll and Bute Community Health Partnership
alison.mcgrory@nhs.net
Telephone 01586 552224

See Me signatories with their plaques and Suzie Vestri, See Me Director



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Argyll and Bute Community Planning Partnership**Management Committee**
Date: 21st March 2012argyll and bute
communityplanningpartnership

Title: Update Report on Local Area Community Planning Groups

1. SUMMARY

- 1.1** This report summarises progress which Local Area Community Planning Groups are making as they progress to becoming key partnership groups for local areas to plan and monitor aims and objectives and delivery of services within 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** The Local Area Community Planning Groups have been developing well over the most recent meeting cycles. The provision of formal feedback from the CPP Self Assessment process to the March meetings has enabled the local groups to continue their development taking on board both the positive and negative feedback which was gathered.
- 3.2** The March meetings have had a significant focus on agenda items which have been brought forward by both core partners, and more significantly, community groups and organisations, and which reflect communities concerns and priorities.
- 3.3** The MAKI had an extremely informative presentation and update from Christina West of NHS Highland, highlighting the work being taken forward regarding Reshaping Older People's Services, which generated lively debate and questioning. The meeting was conducted by Video conference across 3 locations, and although the technology was not completely reliable and links were lost at various points in the meeting, the provision of the VC allowed community representatives from Islay, Campbeltown and Mid Argyll to participate in the debate.
- 3.4** Bute and Cowal's March meeting had a focus on the Woodland In and Around Towns Project and a very informative presentation by Alasdair McGregor, CEO of ACHA on the work which the Association have carried out , and plan to complete, in the Bute and Cowal area in upgrading their housing stock. This linked well to excellent input from 2 young women who have been supported by the Women Into Public Life project who highlighted to the group some of the issues which young women face locally in undertaking education or uptaking employment, and the key problem they have of getting, and sustaining, suitable living accommodation. Other

issues raised at the meeting, by the Community Council and the Third Sector Forum, included issues of road maintenance and parking, and the information that NHS Highland has commenced a key consultation on the future of Out of Hours services in Cowal.

- 3.5** The Oban, Lorn and the Isles LACPG meeting was held on the evening of 14th March as a trial for evening meetings, and was attended by more than 40 people, including about 15 members of the public. The agenda was very full and interesting, including items on SAMS, the Tiree Array, the Local Development Plan, the Oban to Fort William Cycle Path and the recent very successful Oban Winter Festival. The meeting was very lively and well received by attendees, though concerns were raised about the length of the agenda, the overrun of the meeting time, and the lack of opportunity for questions to be asked by many who were there. The group agreed that the next meeting should be held in the evening.
- 3.6** The Helensburgh Lomond LACPG meeting is due to be held on Tuesday 20th March, a verbal update will be provided to the Management Committee meeting

4. CONCLUSION

- 4.1** Recent LACPG meetings have had a strong focus on agenda items which more realistically reflect issues affecting local communities than was previously the case, and this has resulted in improved attendance and more positive feedback about the usefulness of the meetings. Additionally, agendas are being generated by partners and community groups themselves, so there is an increasing sense of ownership of the meetings by those who attend. Given the formal feedback on the CPP Self Assessment process groups are now moving forward to implement the agreed changes for each local group, which should continue to improve the effectiveness of the groups. Groups will continue to focus on issues of local concern, and on developing Scorecards which reflect local priorities and provide them with the opportunity to oversee local service issues.

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

Telephone 01369 707134

Argyll and Bute Community Planning Partnership**Management Committee**
Date: March 2012argyll and bute
communityplanningpartnership

Social Affairs Thematic Group Update Report

1. SUMMARY

- 1.1** This report summarises the continued progress made by the Social Affairs Thematic Group over the last quarter.

2. RECOMMENDATIONS

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

3. DETAIL

- 3.1** At the group's most recent meeting on the 13th February 2012 a number of key issues were discussed and scrutinised including; Happy to Translate, Multi Agency Child Protection Inspection Improvement Plan, Additional Support Needs (ASN) Review, Review of Older Peoples Services and Learning Disability, Single Outcome Agreement / Community Plan and the Social Affairs Scorecard.

In addition, a number of presentations were made, including; See Me Pledge, Adverse Childhood Events Link to Health Outcomes and the Good Places Better Health publication.

- 3.2** The group considered the Integrated Business and Inspection Improvement Plan for 2011-2013, which has been prepared by the Argyll and Bute Child Protection Improvement Group following the 2011 multi agency inspection of Child Protection Services in Argyll and Bute. The plan seeks to address the inspection findings including one area of weakness highlighted in respect of the immediate response to child protection referrals. The group agreed to monitor progress with a six month update requested.
- 3.3** After consideration of the paper on Happy to Translate (HTT), a non profit initiative, self financed through its growing membership, which bridges communication gaps between organisations and service users who struggle to communicate in English, it was decided that once costs are known, they will be circulated to Partners to see if they would be interested in participating in the scheme.

3.4 Discussion took place around a presentation which had previously been delivered at a COSLA meeting by Sir Harry Burns, Chief Medical Officer for Scotland, and which highlighted poor life expectancy trends for Scotland. The presentation also considered the effect of adverse childhood events leading to poorer outcomes in later life including higher risk of alcoholism, perpetrating violence, teenage pregnancy and heart disease and early adversity. It was noted that there was a need to look at prevention and early intervention measures and the group noted the current work on developing an integrated early intervention strategy aligned to the proposed change fund.

3.5 A presentation was given on Good Places Better Health, a Scottish Government Strategy on health and the environment. It recognises that the environment has a significant impact on the health of Scotland's people and that action is required to create safe, healthy, nurturing environments for everyone.

Partners were asked to consider the recommendations contained within the report and to identify what they currently contribute to each recommendation, reporting back to the group at the next meeting.

3.6 The date of the next meeting of the Social Affairs Thematic CPP group will be set following the Scottish Council elections in May 2012.

4.0 CONCLUSION

4.1 Significant progress has been made over the year in monitoring progress towards achieving the group's objectives and this progress will continue throughout the following year through the development of strong partnership links and increased scrutiny and development of the Social Affairs Thematic Group scorecard.

For further information contact:

Cleland Sneddon
Executive Director – Community Services
Argyll and Bute Council

Tel: 01546 604112

**Argyll and Bute Community Planning
Partnership**

**Management Committee
Date: 21 March 2012**



**Title: COMMUNITY PLANNING PARTNERSHIP THEMATIC GROUPS
UPDATE - ENVIRONMENT**

1. SUMMARY

- 1.1** The Environment Theme Group met on Thursday 23rd February. There was a sparse attendance with a single councillor present.

Those present reviewed the Scorecard which requires review and renewal.

The Group then reviewed the "Draft Menu of Local Outcome Indicators" currently being developed as a national proposal and the "Environment Success Measures" of our own CP and compared them against A and B Service Plans.

- 1.2** A report from ABRA on progress was presented by Lisa Hardie.

- 1.3** A report on Safe Walking Routes was deferred to the next meeting.

- 1.4** Future meeting dates will be agreed following the May election.

For further information contact: Andrew Campbell
Andrew.Campbell@snh.gov.uk
Telephone 0300 244 9360

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Argyll and Bute Community Planning
Partnership

Economy Thematic Group Report
Management Committee March 21st 2012

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1. SUMMARY

1.1 The most recent meeting of the Economy Thematic Group took place on 29 February and this report provides a summary of the key issues covered. The group remains focussed on identifying issues affecting the local economy and measures which enable changes to be identified and tracked or treated as appropriate.

2. KEY ISSUES

2.1 Housing.

Two presentations one from the Local Authority perspective and one by West Highland Housing Association highlighted a number of housing issues facing the Argyll economy. It was noted that without a change in legislation priority is given on the basis of housing need even if the applicant comes from outwith the area and not on the basis of local need.

2.2 Performance Measurement. The revised scorecard was accepted and it was agreed that a small working group would finalise the success measures document which had been tabled. The principle behind the measures chosen remains the wish to be able to balance the monitoring of partner interventions whilst using the figures as a barometer of the local economy.

2.3 Bute. Partners were advised that the Management Committee had endorsed the use of a wider partnership approach as a pilot to address the challenges on Bute. Invitations to participate in a small working party are being sent to a number of partners and a full report on progress will be available at the next meeting.

2.4 Modern Apprenticeships Skills Development Scotland provided figures on participation levels in Modern Apprenticeships across Argyll. It was noted that positive outcomes across the area at 64% are below both the Scottish national and Highlands and Islands figures. Gender split was also noted as of 330 Modern Apprentices in March 2011 only 78 were female.

2.5 Rural Broadband. This is recognised as being a key factor for future success in the rural economy but there is concern that costs appear to be growing. A detailed report from Gerry Wilson had been tabled for the meeting and it was noted that as HIE is leading on the Broadband Delivery UK (BDUK) project Stuart Robertson of HIE would be visiting Argyll on 23 March and an update will be provided at the next Thematic Group meeting .

2.6 Third Sector and public sector joint working. A presentation was given to demonstrate the potential for Argyll and Bute Local Services Initiative (ABLSI) to identify service areas where there is a real potential for the public sector in Argyll and Bute to work with the third sector to determine ways to improve the quality of services while also achieving efficiencies.

3 FUTURE MEETINGS

It was agreed that the format of future Economy Thematic Group will be reviewed by the Chair and the Thematic Lead with a view to increasing participation from business and promoting cross partner working.

The date of the next Economy Thematic Group meeting is still to be confirmed

For further information contact: Douglas Cowan
douglas.cowan@hient.co.uk

Telephone 01546 605402

**Argyll and Bute Community Planning
Partnership**

**Management Committee
21 March 2012**



Third Sector and Communities CPP Sub-group

1. SUMMARY

- 1.1** The Third Sector and Communities CPP Sub-group continues to develop its Plan as part of the SOA/Community Plan.

2. RECOMMENDATION

- 2.1** To note the contents of the report and the progress of the Third Sector and Communities CPP sub-group.

3. DETAIL

- 3.1** The Third Sector and Communities CPP Sub-group met on 21 February 2012. In attendance were representatives from the Third Sector Partnership, ABSEN, NHS Highland, Strathclyde Police, Argyll and Bute Council, and HIE.
- 3.2** A presentation from on the Council's standardised SLAs and contracts was delivered. The Council's Procurement and Commissioning team hold a contract register which should cover all Council signed contracts – this is still a work in progress. A shared CPP grant register was discussed as a possible project for this CPP Sub-group.
- 3.3** The Third Sector and Communities Plan was discussed and three success measures per outcome are to be headlined in the SOA/Community Plan for 2012-13.
- 3.4** A review of the recommendations of the Demonstration project "Harnessing the Potential of the Third Sector to Help Achieve Council Objectives" was discussed. Considerable progress has been made since the final report dated September 2010, particularly in relation to funding, and the asset transfer processes. The outstanding actions from the Demonstration project are included in the Third Sector and Communities Plan.
- 3.5** The Argyll and Bute Local Services Initiative (ABLSI) project is taking forward a number of recommendations from the Demonstration Project, and is currently investigating a Social Impact Toolkit.

3.6 Future events to support the Third Sector were discussed. These include:

- **There's more to Fundraising than Grants** – Saturday 17 March, Kilmory, Lochgilphead. The event is open to charities, social enterprises and community groups in Argyll and Bute to explore a range of income generation opportunities. If sufficient demand, VC facilities will be available from islands.
- **Volunteer of the Year Awards** – 8 June 2012
- **Grant Funding** event with the Scottish Grant-making Trust
- **Community Renewables Opportunities** event
- Launch of the **Asset Transfer Pack**

4. CONCLUSION

4.1 The Third Sector and Communities Sub-group continues to develop.

5. IMPLICATIONS

Policy: In line with Community Plan/SOA developments

Finance: None

Personnel: None

Legal: None

Equal Opportunities: None

Margaret Fyfe
Community Development Manager

For further information please contact:
Margaret Fyfe
Community Development Manager

Tel: 01369 708668

E-mail: Margaret.fyfe@argyll-bute.gov.uk

ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP PROGRAMME OF MEETINGS 2012												
COMMUNITY PLANNING PARTNERSHIP	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Management Committee		1	21		16			22		10		12
Full Partnership		15				20					28	
Executive Sub-Group												
LOCAL AREA COMMUNITY PLANNING GROUPS												
Mid-Argyll, Kintyre and the Islands	11	1 (S)			2 (TBC)				5		7	
Bute and Cowal	10		6			5			4		6	
Helensburgh and Lomond	17		20		15(TBC)				18		20	
Oban, Lorn and the Isles	11		14		9 (TBC)				12 (P)		14 (P)	
THEMATIC GROUPS												
Environment		23										
Economy		29										
Social Affairs		13										
Third Sector and Communities Sub-Group		21			1 (P)			16 (P)			15 (P)	
CHP			7	25				29		31		19

Thematic Group meetings for the remainder of the year have yet to be set due to elections in May

- P Proposed Date
- S Special Meet
- TBC To Be Confirmed

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