



17 August 2012

A meeting of the **CPP MANAGEMENT COMMITTEE** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD, PA31 8RT AND VIA VC AT HELENSBURGH AND DUNOON** on **WEDNESDAY, 22 AUGUST 2012 at 10:00 AM.**

AGENDA

- 1. WELCOME / APOLOGIES - DEREK LESLIE**
- 2. MINUTES OF PREVIOUS CPP MANAGEMENT COMMITTEE MEETING HELD ON 6 JUNE 2012 - DEREK LESLIE**(Pages 1 - 6)
- 3. MATTERS ARISING**
- 4. SCOTTISH GOVERNMENT REVIEW OF COMMUNITY PLANNING AND SINGLE OUTCOME AGREEMENTS - BRUCE WEST**(Pages 7 - 10)
- 5. COMMUNITY LEARNING AND DEVELOPMENT - STRATEGIC GUIDANCE FOR COMMUNITY PLANNING PARTNERSHIPS - CLELAND SNEDDON**(Pages 11 - 28)
- 6. COMMUNITY RESILIENCE PROJECT UPDATE - BRUCE WEST**(Pages 29 - 32)
- 7. COMMUNITY RESILIENCE AND CO-PRODUCTION CONFERENCE - GLENN HERITAGE**(Pages 33 - 36)
- 8. YOUTH EMPLOYMENT SUMMIT - CLELAND SNEDDON - VERBAL REPORT**
- 9. ARGYLL AND BUTE - SPT TRANSPORT OUTCOME REPORT - NEIL STURROCK**(Pages 37 - 50)
- 10. SOA SCORECARD**
 - (a) SOCIAL AFFAIRS - CLELAND SNEDDON - TO FOLLOW
 - (b) ECONOMY - DOUGLAS COWAN (Pages 51 - 52)
 - (c) ENVIRONMENT - ANDREW CAMPBELL (Pages 53 - 54)
 - (d) THIRD SECTOR AND COMMUNITIES - GLENN HERITAGE (Pages 55 - 56)

- 11. ECONOMIC DEVELOPMENT - SANDY MACTAGGART(Pages 57 - 88)**
- 12. CITIZENS PANEL - BRUCE WEST(Pages 89 - 96)**
- 13. DEVELOPMENT OF THE NEXT COMMUNITY PLAN - BRUCE WEST(Pages 97 - 104)**
- 14. THE NEXT COMMUNITY PLAN - DEVELOPING THE EVIDENCE BASE AND NEEDS ANALYSIS - BRUCE WEST(Pages 105 - 110)**
- 15. FUTURE GOVERNANCE ARRANGEMENTS FOR THE COMMUNITY PLANNING PARTNERSHIP - BRUCE WEST(Pages 111 - 112)**
- 16. LEAD-IN SCHEDULE FOR COMMUNITY PLANNING PARTNERSHIP MEETINGS 2012 - EILEEN WILSON(Pages 113 - 114)**
- 17. PROPOSED DATES AND NAME CHANGE OF THE LOCAL AREA COMMUNITY PLANNING GROUP MEETINGS - SHIRLEY MACLEOD(Pages 115 - 116)**
- 18. UPDATE REPORT ON LOCAL AREA COMMUNITY PLANNING GROUPS - SHIRLEY MACLEOD(Pages 117 - 118)**
- 19. COMMUNITY PLANNING PARTNERSHIP NOMINATIONS TO ARGYLL AND BUTE COUNCIL PERFORMANCE AND SCRUTINY COMMITTEE - SHIRLEY MACLEOD(Pages 119 - 120)**

**MINUTE of MEETING of ARGYLL AND BUTE
COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE
06th June 2012**

Held at Committee Room 1, Kilmory

Present:

Derek Leslie (Chair)	NHS Highland
Sally Loudon	Argyll and Bute Council
Eileen Wilson	Argyll and Bute Council
Lynda Thomson	Argyll and Bute Council
Chris Carr	Argyll and Bute Council (Agenda Item 8)
Morag Brown	Argyll and Bute Council (Agenda Item 11)
Glenn Heritage	Third Sector Partnership
Andrew Campbell	Scottish Natural Heritage
Paul Connelly	Strathclyde Fire and Rescue
Jim Scott	Strathclyde Fire and Rescue
Jonathan Pryce	Scottish Government (by VC)

In attendance:

Joyce Cameron (Minutes)	Argyll and Bute Council
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Apologies:

Bill Dundas	SERPID
Cleland Sneddon	Argyll and Bute Council
Shirley Macleod	Argyll and Bute Council
Daniel Docherty	Strathclyde Fire and Rescue
Toria Fraser	Scottish Government
Seonag Campbell	Skills Development Scotland
Moirra Paton	NHS Highland

ITEM		ACTION
1.	<p>WELCOME</p> <p>Derek Leslie welcomed everyone to the Management Committee meeting chaired from Committee Room 1. The apologies were noted.</p>	
2.	<p>MINUTE OF PREVIOUS MANAGEMENT COMMITTEE MEETING HELD ON 21st MARCH 2012.</p> <p>The Management Committee agreed the minute as an accurate reflection of the meeting.</p> <p>a) Matters Arising</p> <p>4) A note of thanks has been passed to the Carnegie Trust through the</p>	

	<p>ABLSI group.</p> <p>6) New CP/SOA approved and all information is now on the website. It was noted that a demonstration of the new CPP web pages forms part of today's meeting.</p> <p>8) Ferries Review Final Response has been circulated.</p> <p>13) CPP Roles and Responsibilities are now on the website</p>	
3.	<p>ABRA PROGRESS REPORT</p> <p>Sally Loudon updated the Management Committee on the progress and areas of work that are being progressed by ABRA. This report was noted.</p>	
4.	<p>SCOTTISH GOVERNMENT REVIEW OF COMMUNITY PLANNING UPDATE – MAY 2012</p> <p>Eileen Wilson advised that the review is now in Stage 3, and that a long survey has been completed and returned. There is a Leadership Summit on the 12th June which will be the beginning of agreeing a way forward. It was noted that Roderick McCuish, the new Leader will be attending.</p>	
5.	<p>ARGYLL AND BUTE CPP UPDATE</p> <p>Sally Loudon verbally updated the Management Committee.</p> <p>Following on from the Pathfinder/approach to Community Planning Partnership meeting this afternoon, it was agreed that the Management Committee would be updated in due course.</p>	Sally Loudon
6.	<p>SOA SCORECARD FQ4</p> <p>Sally Loudon advised that the scorecards should be updated on a regular basis. It was noted that it is the responsibility of the Management Committee and the Full Partnership to be in a position to scrutinise performance; therefore it is essential that accurate timely performance information is in the scorecards.</p> <p>Lynda Thomson explained that the Thematic Groups need to be encouraged to provide information regularly.</p> <p>It was noted that the format of the scorecards remain the same, but there is a need for them to be more robust.</p>	

	<p>Action Point Derek Leslie intimated that a remit would go back to the chairs of the Thematic Groups to ensure scorecards are completed timeously for their groups.</p> <p>Quarter reports should be with CPP Admin by end of July for the CPP Management Committee meeting on 22nd August.</p>	<p>Thematic Chairs</p> <p>CPP Admin</p>
7.	<p>LACPG – UPDATE</p> <p>The Management Committee noted the update and it was advised that the next round of meetings is due to take place early in June.</p> <p>Action Point It was noted that a report would go to the next Management Committee on 22nd August.</p>	<p>Shirley MacLeod</p>
8.	<p>POPULATION PROJECTIONS PRESENTATION</p> <p>Chris Carr gave a very informative presentation. It was noted that the Management Committee need to be aware of what the presentation tells us and address this at further discussions/meetings.</p> <p>Derek Leslie thanked Chris Carr for a very clear presentation.</p> <p>Action Point Sandy MacTaggart/Robert Pollock are to be invited along with colleagues from HIE to the next Management Committee with regards to Economic Development</p>	<p>CPP Admin</p>
9.	<p>NEW COUNCIL</p> <p>The Management Committee noted the list of appointments that have been made. It was advised that the Leader, Roderick McCuish will now be the chair of the Argyll and Bute Community Planning Partnership.</p> <p>Sally Loudon thanked all the partners that had contributed to the Councillors Induction training.</p>	
10.	<p>NEW CPP WEB PAGES DEMONSTRATION</p> <p>It was advised that all the CPP information is now accessible on the Council's website. Eileen Wilson ran through the website demonstration.</p> <p>Action Point Eileen Wilson to speak to Lorne with regards to the heading remaining as a prominent feature on the website.</p>	<p>Eileen Wilson</p>

	Any further comments, suggestions and partner information should be sent to Eileen Wilson.	All
11.	<p>COMMUNITY RESILIENCE</p> <p>Morag Brown presented the paper. It was noted that the Community Planning Partnership will provide support to the Community Resilience project working with the Council to deliver project outcomes and identifying key individuals to sit on the project board where appropriate.</p> <p>It was noted that the CPP Management Committee will be kept informed of the progress at their meetings.</p> <p>Action Point Partners were asked to provide Morag Brown with contact information.</p>	All
12.	<p>PROPERTY ASSET MANAGEMENT</p> <p>A letter was issued to Local Authority Chief Executives by Alex Neil, Cabinet Secretary for Infrastructure and Capital Investment to outline the remit envisaged for the Scottish Futures Trust in relation to property Asset Management.</p> <p>It was advised that Asset Management Representatives should be kept aware of what's happening.</p> <p>Action Point It was agreed that Malcolm MacFadyen would keep the Management Committee updated.</p>	Malcolm MacFadyen
13.	<p>ESOL AWARD</p> <p>Jeannie Holles submitted a report, the contents and background were noted by the Management Committee.</p>	
14.	<p>LOW CARBON VEHICLE</p> <p>The paper was noted, and if the Scottish Government decide to extend the scheme for another year, it was agreed that the Argyll and Bute Community Planning Partnership should continue to support any grant applications and encourage members to explore further opportunities for introducing low carbon vehicles to their fleets.</p>	

15.	<p>CITIZENS PANEL</p> <p>The tender process has been completed and the contract has been awarded to Hexagon. Partners were encouraged to submit questions for the spring survey.</p> <p>Action Point It was agreed that Eileen Wilson/Chris Carr would issue an email to partners with examples of previous questions and a deadline for proposals.</p>	<p>Eileen Wilson/Chris Carr</p>
16.	<p>MEETING DATES</p> <p>The meeting dates for Community Planning Partnership Management Committee and Full Partnership have been confirmed. Future Thematic and Local dates will be confirmed in due course.</p>	
17.	<p>AOCB</p> <p>Jonathan Price advised that a ministerial visit to Argyll and Bute Council has been arranged with a provisional date of 22nd June, 2012. The Management Committee were not aware of this and more information is being sought.</p> <p>Glenn Heritage advised that there had been a very productive meeting between partners to discuss co-production. The intention is to share learning through a conference later in the year. Glenn Heritage (TSP) and Elaine Garman (NHS) will bring a paper to the next meeting in August. The meeting was advised that Paul Connelly would be moving to another post in Strathclyde Fire and Rescue service outwith Argyll and Bute. Sally Loudon thanked Paul for his valued contribution and support to CPP and wished him well .</p> <p>Date of next meeting – 22 August 2012</p>	

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REVIEW OF COMMUNITY PLANNING AND SINGLE OUTCOME AGREEMENTS



IMPLEMENTATION NEWSLETTER: ISSUE 1

This is the first of a series of reports on progress in implementing actions arising from the review of community planning and Single Outcome Agreements, led by the Scottish Government and COSLA, that was conducted earlier this year.

At the heart of the review has been the desire to establish a genuine step change in the outcomes approach and partnership working across public services in Scotland. Expectations of the process are therefore justifiably high and all those with a direct or indirect interest in community planning, including of course community planning partnerships and their members, will be keen to remain up to date with the developments that are taking place following the review.

This bulletin is intended to provide the first step in that process. We hope that you will find it helpful and informative, but would welcome any suggestions for improvement, comments or queries.

Background

Public services in Scotland face unprecedented challenges: to improve outcomes for the people of Scotland and reduce inequalities at a time of increased demand, by ensuring the best use of increasingly limited resources.

As the report of the Christie Commission made clear, many of the answers to these challenges are to be found in public agencies focusing on communities and working more effectively together to reduce demand pressures through a significant shift to prevention, early intervention and a stronger and much more integrated focus on 'place'.

Both the Scottish Government and COSLA have clearly endorsed that message, and recognised that the building blocks of that approach already exist through the framework of community planning partnerships and Single Outcome Agreements.

The Scottish Government and COSLA therefore agreed to carry out a joint review aimed at improving the ability of community planning partnerships and SOAs to respond to and deliver the Christie recommendations and the objectives of the public service reform programme. This included agreement that new SOAs would be put in place after the local elections in May 2012.

The review was conducted earlier this year and produced a Statement of Ambition setting out a vision and key principles for the future of community planning, which was endorsed by the Scottish Government and COSLA and published on 15 March. The Statement of Ambition can be found at:

<http://www.scotland.gov.uk/Topics/Government/local-government/CP/soa>.

The Scottish Government and COSLA subsequently agreed a set of proposals to implement the review's conclusions, which were published on 10 May and are at: <http://www.scotland.gov.uk/Topics/Government/local-government/CP/cpreview>.

Those proposals are:

- *a new statutory duty on individual partners to work together to improve outcomes for local communities through participation in community planning partnerships and the provision of resources to deliver SOAs;*
- *placing formal requirements on CPPs to ensure that collaboration is made as effective as possible; and*
- *establishment of a joint national group to provide strategic leadership and guidance to CPPs.*

This set of practical measures is designed to significantly strengthen community planning as a core part of the public service reform agenda.

Ensuring that the conclusions of the review are fully delivered therefore presents major opportunities to achieve a real step change in the outcomes approach and partnership working across the public sector.

What's happening now

As the review moves from the design to the delivery stage, the main priority has been to begin to put in place structures to drive the process forward, resolve any remaining issues, and assess the progress that is made. The actions that have been taken so far are described below.

National community planning and SOAs group

The review has recognised that appropriate coordination and collaboration at a national level can have an important role in bringing partners together to deliver the Statement of Ambition locally, and that a new national group should be formed to take that work forward.

It was announced on 12 June that the national group will be chaired by Pat Watters, immediate past-President of COSLA. Its membership will be drawn from strategic leaders in public services and the wider community, including local government political leaders and relevant Cabinet Secretaries and Ministers, as well as senior leaders from public bodies, including local government and the NHS, and the 3rd sector. Two community planning partnership chairs will also be invited to join the group. The group's detailed terms of reference are in the final stages of preparation, and will be published once they have been finalised.

The group is expected to have its first meeting in August and is set to have a pivotal role in implementing and communicating the overarching vision for community planning and Single Outcome Agreements, identifying and addressing issues that have a national dimension, and building the skills and capacity of partnerships.

An early priority for the group will be the development and issue of fresh SOA guidance. The expectation is that this guidance will be produced by autumn 2012 to enable new SOAs to be in place for 1 April 2013, accompanied by appropriate awareness and engagement activity. Scottish Government and COSLA officials will work closely across local and national government, the NHS, public bodies and the third sector to help develop proposals for consideration by the national group.

Community Planning Project Board

A Project Board of senior officials, led by the Scottish Government and COSLA and also including members from the Society of Local Authority Chief Executives, Audit Scotland, the Improvement Service, the NHS and the Third Sector, has been set up to oversee implementation of the proposals arising from the review. The Project Board's remit is set out in its Terms of Reference, which can be found at <http://www.scotland.gov.uk/Topics/Government/local-government/CP/communityplanningreview/projbrdtr>

The Board had its first meeting on 19 June, at which it discussed how it will manage the implementation project, including an outline work programme, and identified priorities for early action. The most immediate priorities were agreed to be developing and implementing activity for effective communication and engagement with stakeholders – of which this Newsletter is one example – and work to establish the new national group. Other work streams that will be developed and taken forward as part of its work programme include:

- *deepening and extending community engagement;*
- *leadership and culture change to secure more effective partnership working;*
- *embedding partnerships with the Third Sector;*
- *developing the proposed new duties on partners and CPPs;*
- *facilitating development of new SOA guidance by the national CP/SOA group;*
- *scrutiny of CPPs (around the proposals developed by the Accounts Commission);*
- *guidance for public bodies on the importance of engagement with community planning and SOAs;*
- *analysis and use of evidence by CPPs in the preparation of SOAs and wider community planning activity;*
- *building capacity of CPPs to make a decisive contribution to delivery of better local outcomes; and*

- *the interface between community planning and other public service reform initiatives, to ensure that they are mutually supportive and do not cut across each other.*

The Board will have its next meeting on 25 July.

Community Empowerment and Renewal Bill

Although progress to address the Statement of Ambition can of course be made without legislative change, new statutory duties will be required to fulfil the recommendations of the review.

On 6 June the Scottish Government launched an initial public consultation on its proposed Community Empowerment and Renewal Bill. Although no final decision has been taken, the Bill is seen as a possible vehicle for the proposed changes to the statutory duties on community planning that emerged from the review. The proposed Bill covers a wide range of issues, including a number of questions on community engagement with community planning. The consultation can be viewed at <http://www.scotland.gov.uk/Publications/2012/06/7786>.

It was recently announced that the deadline for responses to the consultation has been extended: it will now run until 19 September 2012. As part of that process, COSLA and the Scottish Government are scheduling a series of road shows to help frame views. Responses to the consultation will then be considered to inform preparation of the draft Bill, which is expected to be the subject of formal consultation in Summer 2013.

Next Steps

It is believed that the recommendations of the review of Community Planning and Single Outcome Agreements can be implemented reasonably quickly, especially as they do not involve restructuring, and do not cut across existing governance and accountability arrangements across the public sector. Given the pace of the review, and that the agreed ambition for Community Planning stretches across the public sector, CPPs will of course have questions about what the proposals mean for them. We are therefore developing a set of frequently asked questions and answers, which we will publish shortly. We will continue to update and develop these as the implementation of the review progresses.

Your views

In the meantime, we would welcome any comments, questions or suggestions that would help shape the programme of engagement with CPPs and other stakeholders that will now be taken forward. You can provide these by emailing the team at: cpimplementation@scotland.gsi.gov.uk

ARGYLL AND BUTE COUNCIL**CPP MANAGEMENT COMMITTEE****22 AUGUST 2012**

COMMUNITY LEARNING & DEVELOPMENT STRATEGY GUIDANCE

1 SUMMARY

- 1.1 It was reported to the full partnership on 20 June 2012 that the Scottish Government had issued guidance for CPP's on community learning and development. The full partnership remitted consideration of this to the Management Committee.
- 1.2 At the moment some further guidance is awaited from the Education Scotland. Once this is received a report identifying the key issues and any proposed action for the CPP will be brought to the Management Committee.

2 RECOMMENDATION

- 2.1 The terms of this report are noted.

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Rùnaire a' Chaibineit airson
Foghlaim agus Ionnsachadh Fad-
bheatha
Cabinet Secretary for Education
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Michael Russell MSP/BPA

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Chairs
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Council Community
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Scotland's Colleges
Skills Development
Scotland
Third Sector

08 June 2012

Strategic Guidance for Community Planning Partnerships: Community Learning and Development

The attached strategic guidance has been prepared following discussion with a wide range of stakeholders, building on the Post 16 Education consultation, *Putting Learners at the Centre*. It sets out our expectations, within which Community Planning Partnerships can plan community learning and development (CLD) in a co-ordinated way. This, in turn, provides a basis on which community planning partners, including the Third Sector, should work together to make best use of available resources.

This guidance comes against the backdrop of the most ambitious set of reforms to post-16 learning ever undertaken in Scotland. We are pursuing those changes with three clear objectives in mind: to align the system more purposefully with our ambitions for jobs and growth; to improve people's life chances; and to ensure the sustainability of our system in a time of inescapable pressures on public spending.

There is an increasing body of evidence that building on individual and community strengths - an *assets approach*, enabling people to feel in control of their lives - is essential in tackling deep-rooted social problems and ultimately in achieving this Government's purpose: creating a more successful country with opportunities for all of Scotland to flourish.

CLD must be one of an integrated set of services, assisting learners, families and communities at transition points, using learning as a tool to help people through periods of life which pose challenges - whether becoming a parent, getting into work or phasing into retirement.

In setting out our vision for the future direction of CLD, I urge community planning partners to maximise the benefit which CLD approaches and activities can bring to our communities, providing direction, based on an assessment of local need.

A handwritten signature in black ink, consisting of several stylized, overlapping strokes.

Strategic Guidance for Community Planning Partnerships:

Community Learning and Development

COMMUNITY LEARNING AND DEVELOPMENT: STRATEGIC GUIDANCE FOR COMMUNITY PLANNING PARTNERSHIPS

EXECUTIVE SUMMARY

This guidance comes against the backdrop of the most ambitious set of reforms to post-16 learning ever undertaken in Scotland. The Government is pursuing those changes with three clear objectives in mind: to align the system more purposefully with our ambitions for jobs and growth; to improve people's life chances; and to ensure the sustainability of our system in a time of inescapable pressures on public spending.

Community learning and development (CLD) is an integral part of this story. It already plays a central part in ensuring individuals, families and communities across Scotland reach their potential through lifelong learning, mutual self-help and community organisation - and that the available support and opportunities are community-led, built around people's aspirations.

This strategic guidance clarifies our expectations of Community Planning Partnerships (CPPs), within the broad framework of public service reform, and in line with the Review of Community Planning and Single Outcome Agreements (SOAs). We expect local authorities to provide clear leadership and direction, and to drive the action needed to ensure we maximise the contribution of CLD partners in the reform of public services.

It is important to be clear about the purpose of CLD. We see it as empowering people, individually and collectively, **to make positive changes in their lives and in their communities, through learning**. This guidance outlines the action necessary to maximise CLD's impact, resulting in better alignment of services and optimal use of resources.

The Government's National Performance Framework sets out the strategic objectives for all public services, including those delivering CLD. CLD's specific focus should be:

- 1. improved life chances for people of all ages, through learning, personal development and active citizenship;**
- 2. stronger, more resilient, supportive, influential and inclusive communities.**

The implementation of this guidance must be led by CPPs, with support from Government bodies such as Education Scotland and with national and local Third Sector partners. It should form an integral part of public service reform, ensuring that Community Planning provides the vehicle to deliver better outcomes in partnership with communities.

Using an evidence based approach; reducing outcome gaps between areas; jointly prioritising outcomes; and strengthening community engagement and participation are the principles which will shape work on community planning and SOAs. This will, in turn, improve partnership working, including CLD partners, in delivering SOAs.

Evidence from a range of sources, and in particular from the inspection of learning communities, demonstrates the powerful impact of CLD on the lives of learners and communities. To secure yet further improvement, we need now to strengthen the coordination between the full range of providers, and communities themselves.

Our communities face major challenges from the wider economic outlook, falling public expenditure and our changing demographics. But Scotland cannot afford the potential consequences of high levels of youth unemployment, the decline of vulnerable communities and the challenges faced by an increasingly elderly population. This is why it is essential we build resilient communities and release the talents of people (particularly those of our young people) across Scotland. That is what this guidance aims to do.

1. CONTEXT

1.1 In this guidance, the Scottish Government is renewing its commitment to Community Learning and Development (CLD). This matters because building a learning culture is central to the well-being, resilience and dynamism of our communities - and, ultimately, in achieving our purpose

To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

1.2 The Government's response to the *Commission on the Future of Public Service Delivery* sets out a vision of how Scotland's public services need to change:

*'We will empower local communities and local service providers to work together to develop practical solutions that make best use of all the resources available. The focus of public spending and action **must build on the assets and potential of the individual, the family and the community** rather than being dictated by organisational structures and boundaries. Public services must work harder **to involve people** everywhere in the redesign and reshaping of their activities.'*¹

1.3 In our 2011 proposals for reforming post-16 learning, *Putting Learners at the Centre*, we made clear our wish to work with partners in strengthening the strategic approach to CLD in Scotland. The result is this refreshed guidance for local Community Planning Partnerships (CPPs), community planning partners more generally, and other national stakeholders.

1.4 CLD is an essential means of delivering Scottish Government priorities, in particular Curriculum for Excellence, GIRFEC and the Government's social policy frameworks for combating poverty, tackling health inequalities and prioritising early years. [Annex A](#) illustrates the current Government priorities of particular relevance.

1.5 We have developed this guidance through talking to a wide range of interested and expert stakeholders. It builds on recent progress and forms the starting point for a process of implementation, learning and improvement, that - crucially - focuses on outcomes for learners and communities.

¹ [Renewing Scotland's Public Services](#), Scottish Government, 2011

2. THE PURPOSE OF CLD, AND THE OUTCOMES WE EXPECT

2.1 CLD should empower people, individually and collectively, **to make positive changes in their lives and their communities, through learning**. The principles that underpin practice are:

- *empowerment* - increasing the ability of individuals and groups to influence matters affecting them and their communities;
- *participation* - supporting people to take part in decision-making;
- *inclusion, equality of opportunity and anti-discrimination* - recognising some people need additional support to overcome the barriers they face;
- *self-determination* - supporting the right of people to make their own choices; and
- *partnership* - ensuring resources, varied skills and capabilities are used effectively.

The purpose and principles are embodied in the competences and ethics for CLD practice as set out by the CLD Standards Council for Scotland.²

2.2 Our current guidance (*Working and Learning Together*, 2004) outlined CLD priorities as (i) achievement through learning for adults; (ii) achievement through learning for young people; and (iii) achievement through community capacity building. These priorities provided a clear focus for CLD, but we were told in our recent discussion phase, they sometimes led to artificial boundaries for practice between age groups and between work with individuals and groups.

2.3 The Government's National Performance Framework sets out the strategic objectives for all public services, including those delivering CLD (see [Annex B](#)). Within this, CLD's specific focus should be:

- **improved life chances for people of all ages, including young people in particular, through learning, personal development and active citizenship**
- **stronger, more resilient, supportive, influential and inclusive communities.**

2.4 CLD helps to develop the resilience and ambition needed to combat the effects of economic factors which cause deprivation and inequality. It ensures that barriers to achieving better life chances are identified, understood and overcome and that communities are full partners in delivering practical and policy solutions.

3. EFFECTIVE DELIVERY

3.1 This guidance sets out the principles within which CPPs should co-ordinate planning of CLD provision, setting out specific priorities. By clearly defining roles and responsibilities, it provides a basis on which community planning partners should work together to make best use of available resources.

3.2 CLD is a coherent and distinctive set of practices, defined by clearly identified competences; it is delivered in diverse settings and sectors, by practitioners with a wide variety of job titles, working with people of all ages. We must link all this together effectively if we are to achieve the impact that we seek.

² See the [CLD Standards Council for Scotland](#) website

3.3 CPPs should ensure CLD has a core role in delivering identified outcomes for communities. This will depend on maximising the contribution of the following partners:

- services in local authorities and government bodies with an identified CLD remit, and in voluntary sector organisations publicly funded for this purpose. These services should be closely aligned with education, culture, sport, leisure and library services and should use the resulting synergies to deliver agreed outcomes;
- those - often in the voluntary sector - in settings such as community health, housing, social enterprise, anti-poverty work, equalities or sustainable development;
- other public service organisations such as colleges and universities, the NHS and Skills Development Scotland;
- local communities or communities of interest, for example ethnic minorities or people with disabilities, concerned with shaping CLD services in order to deliver the outcomes that are important to them.

3.4 All these partners should aim to deliver CLD outcomes through:

- community development (building the capacity of communities to meet their own needs, engaging with and influencing decision makers);
- youth work, family learning and other early intervention work with children, young people and families;
- community-based adult learning, including adult literacies and English for speakers of other languages (ESOL);
- volunteer development;
- learning for vulnerable and disadvantaged groups in the community, for example, people with disabilities, care leavers or offenders;
- learning support and guidance in the community.

3.5 Local strategies for CLD should maximise the synergies between all these roles, across sectors; to do this, CPPs should consider if they are delivering the core activities of CLD through a sufficiently joined-up approach.

4. IMPROVING OUTCOMES FOR COMMUNITIES

‘Communities have high expectations of public services and have a key role to play in helping to shape and coproduce better outcomes within their communities. If community planning partnerships are to unlock that potential, their foundations must be built on a strong understanding of their communities, and provide genuine opportunities to consult, engage and involve them. CPPs must be able to engage closely with the needs and aspirations of their communities, within the context of local and national democratic control...’³

³ Review of Community Planning and SOAs: [Statement of Ambition](#), 2012

4.1 The foundation of CLD delivery is an assessment - in partnership with learners and communities - of needs, strengths and opportunities. This clearly aligns with the Government's response to the Commission on the Future Delivery of Public Services, which sets out the approach to public sector reform as built on four *pillars*:

- a decisive shift towards prevention
- greater integration of public services at local level
- enhanced workforce development and effective leadership
- a sharp focus on improving performance through greater transparency, innovation and use of digital technology.

Prevention

4.2 A focus on prevention is a long standing feature of CLD practice. CLD practitioners prioritise preventative measures, work to reduce inequality and target the underlying causes of inter-generational deprivation and low aspiration.

4.3 Working with communities to realise and build on their own strengths or assets is at the core of the CLD delivery model. We want everyone involved in delivering CLD to emphasise this primary role. Activities must be designed with individuals and communities as active partners, in ways that focus on reducing the longer term need for input by public services - including CLD.

4.4 Public service planners and decision-makers will want to prevent problems from emerging and increase the opportunities for individuals, families and communities to shape their own lives. To this end they should make full use of CLD's ability to:

- build an in-depth understanding of people's needs, strengths and aspirations through sustained dialogue;
- identify issues and solutions at an early stage;
- identify barriers to participation and strategies for overcoming these;
- mobilise and support direct participation in planning and service design; and
- enable community organisations to develop their infrastructure.

Effective partnerships: services and communities

4.5 The growing diversity of CLD provision coupled with the increase in partnership working to deliver a wide variety of programmes, services and initiatives means CLD activities and approaches now have a role in many partnerships.

4.6 Partnership working is already embedded in how CLD is delivered, but, as part of our drive for reformed public services, we need it to be deepened further, widened and more closely focused on outcomes.

- First, we want providers to go further in involving learners and communities as active partners in planning and delivering CLD, and to strengthen their focus on helping communities to influence, shape and co-produce services more generally.
- Second, we want to see partnerships that plan and deliver CLD include the full range of relevant partners. This means each local authority should have a clearly defined framework for planning and delivering CLD, through partnership, as a key element of its reformed public services.

- Third, partnership working to deliver CLD outcomes should provide the basis for delivering key priorities such as:
 - securing agreements to ensure effective links between learning in the community and college-based learning;
 - joined-up working to deliver better outcomes for children and young people through Curriculum for Excellence, including family learning;
 - more clearly focused and integrated support for communities to build their own capacity;
 - engaging fully in delivering shared outcomes with national and local Third Sector organisations, including culture and sport;
 - developing stronger links with Community Justice Authorities and community safety partnerships;
 - further development of CLD's role in local employability partnership work.

Finally, we want CLD practitioners and managers to build on the role they already play in helping other public service providers to engage effectively with service users and communities. The delivery of the three Change Funds, for Older People, Offenders and Early Years, should provide opportunities to use CLD expertise, making best use of existing resources.

Workforce development and effective leadership

4.7 At national level, CLD policy and related legislation are being developed in response to changing needs. We ask that workforce development keeps pace with these and supports their implementation.

4.8 The national CLD CPD Strategy and the *i-develop framework* provide the focus for developing a learning culture across the sector. The CLD Competences provide a common framework for practice, underpinned by a code of ethics.

4.9 Education Scotland, in partnership with the CLD Standards Council, will work with others to support CLD providers to build partnerships that continue to develop the CLD workforce. We welcome the joining-up of CPD partnerships across local authority and professional boundaries, for example the joint CPD programmes in the North Alliance and Glasgow Life.

4.10 We want to see an integrated approach to all stages of professional learning. A core of highly skilled practitioners will remain essential to achieving the impact we expect from CLD, and we recognise the need to consider further the future of pre-service training in that context.

4.11 Clearly, effective leadership is crucial to CLD delivering its role and impact. Further work to develop the skills, understanding and confidence for leadership at all levels within the CLD workforce should be a key focus for CPD.

Improving performance, innovation and sharing good practice

4.12 Effective self-evaluation by groups, services and partnerships is essential to improving performance and delivering better outcomes for learners and communities. Education Scotland will provide public accountability through inspection, challenge and support to local authorities and partnerships. In addition, CPPs should ensure that CLD providers are part of the planning and reporting process supporting Single Outcome Agreements, paying particular attention to local indicators.

4.13 In this context, CLD providers have developed a range of management information systems to support performance management and improvement. The information and evidence these produce is strong in relation to individual projects – but need more development in relation to wider programmes and outcomes at partnership level.

4.14 Valuable work has been done to quantify the impact of CLD and to identify savings it can help deliver for other areas of public investment. We will work with partners to build on this and develop the best unified, flexible framework possible for self-evaluation, performance management and measurement of impact, to meet local needs and improve understanding at national level.

4.15 We will work with partners to support CLD providers in driving forward the modernisation of their own services, using self-evaluation as a tool for continuous improvement.

5. IMPLEMENTATION AND SUPPORT

5.1 The implementation of this guidance provides the impetus for CLD to be delivered as a consistent, central element of public services in Scotland and will be based on a continuing dialogue with key stakeholders.

5.2 Throughout this guidance, we have laid out what we expect from community planning partners, with local authorities providing clear leadership and direction. We have also asked Education Scotland to develop an implementation framework, ensuring its own programmes of policy implementation, inspection, self-evaluation and practice support provide the necessary challenge in order to secure change.

5.3 This approach will achieve greater consistency in the provision and practice of CLD across Scotland, continuing to foster local flexibility in establishing priorities and delivering services, whilst improving outcomes. The implementation process should ensure that:

- the core purpose of CLD is closely aligned with developments in post-16 education reform and community empowerment policy;
- CLD services will help to deliver the new partnership with communities envisaged by the Christie Commission reforms;
- the roles of all partners are clarified both within core services and wider CLD landscape;
- local authorities will be supported to audit the need for CLD, in line with the proposed duty in forthcoming legislation.

5.4 We recognise that the current financial climate means, while there is increasing demand for CLD intervention and expertise, there is limited current scope for additional investment. We hope that Community Planning partners approach this challenge by focusing on prevention and seeking to innovate in their use of existing resources, including Change and Regeneration funding.

5.5 Specifically, we see the following responsibilities as being necessary.

We expect CPPs to:
Ensure that systematic assessments of community needs and strengths provide the basis for SOAs and service strategies and plans.
Ensure this assessment is based on engagement and continued dialogue with communities, utilising CLD expertise, as well as on analysis of other data.
Ensure SOAs have a clear focus on prevention and community empowerment as the foundation of reformed public services and utilise CLD provision and methods for these purposes.
Review current partnership arrangements for planning, monitoring and evaluating CLD and ensure that they are fit for the purposes set out in this Guidance.

Education Scotland will:
Raise awareness of the opportunities, challenges and responsibilities outlined above.
Ensure its own CLD activities have a clear focus on implementing this Strategic Guidance and build and maintain a national overview of the impact of CLD. This will include: <ul style="list-style-type: none"> • policy implementation; • practice development; • support and challenge to local authorities and their partners; • support for self-evaluation; and • evaluation and scrutiny including inspection.
Promote the national CPD strategy and the <i>i-develop</i> framework.
Promote high standards of practice underpinning CLD.
Contribute to delivering the implementation framework and subsequent action plans.
Highlight to Scottish Government any issues arising relating to workforce development.

Education Scotland, working with key national partners, will:
Establish an implementation framework, ensuring that issues identified in this Guidance are addressed and that existing and proposed strategic developments in the broad CLD field are integrated with this implementation process e.g. ALIS 2020
Ensure learning from the implementation process is shared by local and national partners, and informs its continuing development.
Keep under review the progress in implementing this Guidance and report to Scottish Government annually or with specific issues.
Support the CLD Standards Council to become an independent registration body for practitioners.

We expect the CLD Standards Council for Scotland to:
Establish a registration system for practitioners delivering and active in CLD practice.
Deliver a professional approvals structure for qualifications, courses and development opportunities for everyone involved in CLD.
Develop and establish a model of supported induction.
Convene a CLD employer group for Scotland and explore options around workforce, including links with UK wide work on National Occupational Standards.

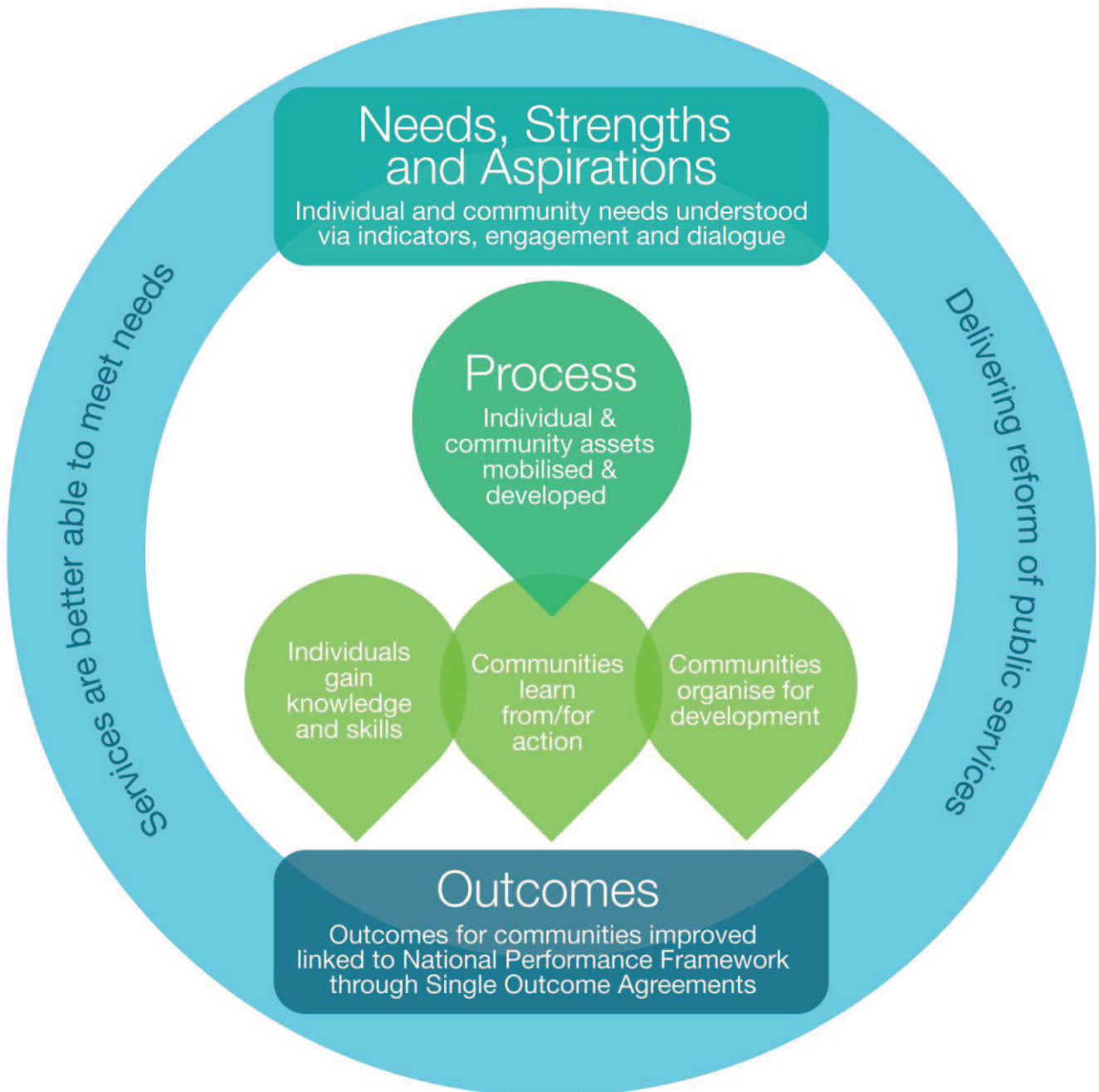
The Scottish Government will:
Explore legislative powers for CLD and communicate progress with partners.
We will pursue improving the involvement of colleges in community planning as part of implementation of the recent SG/COSLA review.
Examine the need to consider further the future of pre-service training.
Continue to involve CLD stakeholders in its post-16 Education Reform Programme.
Continue to promote the benefits of CLD methods across a wide range of policy areas.
Support Third Sector national organisations through the distribution of core funding.
Fund the SCQF Partnership to allow it to support and credit rate CLD courses.
Continue with plans to refresh the current youth work strategy, <i>Moving Forward</i> , in partnership with national youth work organisations.
Work with the Improvement Service and Education Scotland to develop improved indicators for the impact of CLD work as part of the on-going Local Outcome Indicator Project which supports CPPs in Scotland.
Commission Education Scotland to provide an evaluative report on the impact of the guidance, based on inspection evidence and any other thematic evaluative activity.

Annex A: The Policy Context For CLD in Scotland



Note: An interactive version of this diagram, including weblinks, will become available on the [Education Scotland](https://www.education.scot.nhs.uk/) website.

Annex B: The Outcomes of CLD in Scotland





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**Argyll and Bute Community Planning
Partnership****Management Committee
Date: 22 August 2012**

Title: Community Resilience Project Update Report

1. INTRODUCTION

- 1.1 The Project Initiation Document for the Council's Community Resilience project was presented to the Community Planning Partnership Management Committee at the meeting on 6 June. This report provides an update on the development of the project.
- 1.2 The Community Resilience project is informed by the lessons learnt from the severe weather of winter 2011/12 and subsequent power outages for protracted periods in some areas highlighted the need to improve power and communication resilience.
- 1.3 The development of wider community resilience is also seen as an area for significant improvement across Argyll and Bute.
- 1.4 The CPP management committee helped to identify key stakeholders who would be able to assist the project team in delivering the outcomes. The project team have now met with almost everyone and these meetings have been very informative, helping to shape the approach to the project and have already resulted in improved sharing of information.

2. RECOMMENDATIONS

- 2.1 That the CPP management committee notes the progress of the Community Resilience project to date.
- 2.2 That the CPP management committee endorses the approach to the distribution and promotion of the Scottish Government community resilience toolkits.
- 2.3 The CPP Management committee promotes the project within the wider CPP to encourage communities to complete their resilience plans and to highlight and promote the importance of self-resilience.

3. DETAIL

- 3.1 The project is split into two workstreams, organisational resilience

and community resilience. Within each workstreams there is a further split into two themes.

- 3.2 The organisational resilience workstream will deliver improvements to Council buildings, communications and IT.
- 3.3 The project team are recommending the Council enters in to an agreement with a leading provider in the hiring of standby generators to provide backup power for 6 key offices. These offices are in Oban, Lochgilphead, Campbeltown, Helensburgh, Dunoon and Rothesay. For an annual fee the council will enter into a contract which will ensure that each office has a plan for loss of power, identifying the capacity of generator required and delivery and installation details. We will also install connection panels to connect these generators to the buildings. Generators can then be delivered to site or put on standby if severe weather is forecast.
- 3.4 In order to protect the Councils IT systems our servers will be supported by fixed generators in Helensburgh and the Council HQ in Kilmory.
- 3.5 The project team are also investigating opportunities for backup power arrangements at the large council owned rest centres.
- 3.6 The council's telephony system, Microsoft Lync, will be made more resilient as a result of the backup power arrangements. In addition, the project will also ensure that there is an emergency phone, which doesn't require power to operate, in each key office, care home, hostel and depot. The council has also taken ownership of a satellite phone trailer from the Scottish Government which can be towed to any location to provide additional communications via satellite.
- 3.7 The community resilience workstream is tasked with promoting resilience within Argyll at both an individual and community level.
- 3.8 The project team are working with the Scottish Government to promote individual resilience through the 2012/13 "Ready for Winter" campaign. Rather than focusing on one weather type, the campaign this year will promote individual resilience in an emergency situation. The Scottish Government are going to use real life stories to illustrate this and have approached the council with a view to using residents and workers in Bute.
- 3.9 The Scottish Government will launch their campaign on Monday 22 October and then embark on a programme of road shows around Scotland promoting the campaign. We have suggested that these be held in Campbeltown and Rothesay this year. The council will promote these road shows via the website and other

communication channels.

- 3.10 Community resilience will be improved by encouraging communities to complete the Scottish Government “Guide to emergency planning for community groups” and its associated resilience plan templates and information. These information packs will be prepared by the project team working with Strathclyde Police, Strathclyde Fire and Rescue, NHS Highland, Argyll Voluntary Action, Scottish Ambulance, Red Cross, WRVS, Strathclyde Emergency Coordinating Group and both power companies to make sure they are relevant for Argyll. They will include endorsements, information about roles and responsibilities, public safety information and key risks affecting the area, as well as templates and useful hints and tips. Examples of completed plans will also be provided. Everything will be presented together in a handbook.
- 3.11 Packs are going to be distributed towards the end of September by Argyll Voluntary Action and the police officers attending community council meetings are going to help endorse and encourage participation, even offering to scribe plans to ensure a consistent quality. AVA will triage responses and requests for further information from the community councils and collate plans that are returned. Copies of returned plans will be sent to all agencies involved. Plans received by the Council will be quality assured by the civil contingencies team and feedback given. Copies will be filed for future reference and the content will help to inform future training exercises.
- 3.12 The project team would also ask that the Community Planning Partnership encourages communities to complete their resilience plans and to highlight and promote the importance of self-resilience. Whilst it is no requirement to complete a plan, any plans produced will be very beneficial to all members of the community, the first responders and the Community Planning Partnership.

4. CONCLUSION

- 4.1 The project will deliver its objectives by improving resilience at an organisational, community and individual level. The project is on track to deliver its outcomes before the start of winter 2012/13
- 4.2 The support of the Community Planning Partnership will help to deliver improved resilience for communities by endorsing the approach taken and encouraging participation to maximise the uptake in completed Community Resilience plans.

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**Argyll and Bute Community Planning
Partnership**

**Management Committee
22nd August 2012**



Title: Community Resilience and Co-Production

1. SUMMARY

- 1.1 The purpose of this paper is to highlight the key themes of different policy documents on community resilience, capacity building and co-production and consider ways of taking this forward in the CPP. The CPP is asked to approve that a Community Resilience and Co-Production conference be held in November 2012.

2. RECOMMENDATIONS

- 2.1 That a conference is held in November 2012 on Community Resilience and Co-production.
- 2.2 That links are made with the co-production awareness raising work being currently undertaken by Argyll Voluntary Action.
- 2.3 That further information, awareness and learning is cascaded through various channels including workshops and roadshows
- 2.4 That the community resilience and co-production agenda is raised with the Local Area Community Planning Groups

3. BACKGROUND

- 3.1 There is now no shortage of policies or reports setting out the rationale and evidence and exhorting partnerships and/or public sector organisations to progress this agenda.
- 3.2 The National Outcome underpinning this strategic direction is: ***We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.*** People are more likely to live fulfilling lives and realise their social and economic potential in strong, resilient and supportive communities. Communities that are tolerant, and where people support each other, provide a better quality of life. They allow a greater proportion of people to contribute to a growing economy, lead healthier, more independent lives and live in a more sustainable way, that is also better for the environment. Being part of a strong community gives us the support we need locally. It minimises crime, antisocial behaviour and their inherent social and economic costs. And it allows us to bring

up our young people to be successful learners, confident individuals, effective contributors and responsible citizens.

- 3.3** The Scottish Government's response to the Christie Commission¹ announced a decisive shift towards prevention confirmed by the Spending Review 2011. They reasoned that to ensure future sustainability of Scotland's public services, prevention and early intervention are essential if we are to tackle persistent inequalities in society, ease future demand, and reduce the costs associated with negative outcomes. We have an opportunity with the three Change Funds focussing on: adult social care; early years; and reoffending, but also importantly with our mainstream services and budgets, to enable work across boundaries to secure shift in our local area. The work on older people has already been nationally recognised.
- 3.4** The Review of Community Planning and Single Outcome Agreements Statement of Ambition² states, 'Communities have high expectations of public services and have a key role to play in helping to shape and co-produce better outcomes within their communities. If community planning partnerships are to unlock that potential, their foundations must be built on a strong understanding of their communities, and provide genuine opportunities to consult, engage and involve them. CPPs must be able to engage closely with the needs and aspirations of their communities, within the context of local and national democratic control...' The common elements to address prevention and early intervention across the Change Funds and our mainstream work are: building community resilience, building community capacity, and co-production.

4. DETAIL

- 4.1** Work within the Health and Wellbeing Partnership (formerly Health Improvement Planning and Performance Group) and its seven local networks builds community capacity and resilience through its focus on health improvement targets. The Third Sector and Communities Group contribute to this through emphasis on social enterprise and good community engagement. Delivery of work by the Council's Community Learning and Development Department supports both individuals and communities to enhance their skills, confidence, self esteem and resilience. This ensures those barriers to achieving better life chances are identified, understood and overcome, helping communities to deliver practical and policy solutions. This type of work was highlighted as crucial in the Scottish Government Strategic Guidance for Community Planning Partnerships: Community Learning and Development. The Argyll and Bute Local Services Initiative (ABLSI)

¹ Christie Commission Final Report <http://www.scotland.gov.uk/Resource/Doc/352649/0118638.pdf>

² The Review of Community Planning and Single Outcome Agreements: Statement of Ambition
<http://www.scotland.gov.uk/Resource/0038/00389822.doc>

project has also contributed to co-production in its work, in particular with Children and Families, and has plans to highlight this work at an event in October 2012. The work of this project has been detailed in previous CPP reports.

4.2 Thus we can see that there is activity on this already. It would be improved by a strategic context and work that identifies gaps and duplication. Representatives of NHS, Reshaping Care for Older People Programme Board, Third Sector Partnership, and Council's Community Learning and Development met and discussed these issues within the context of a co-production approach across public, third and private sectors. The following recommendations were agreed:

- That an initial conference bringing together lead officers of public sector, private and third sector is held in November 2012, and that this work connects with that being undertaken by the Argyll and Bute Local Services Initiative (ABLSI) project, to maximise resources and ensure co-ordination of activities. The conference has the purpose of:
 - Raising awareness, and considering ways of working together strategically to progress the community resilience and co-production agenda
 - Showcasing local case studies
 - Generating ideas of how best to develop locally
 - Presenting findings to the CPP Management Committee

5. CONCLUSION

5.1 The adoption of a co-ordinated approach to developing and supporting community resilience and co-production by CPP partners will ensure a greater opportunity for success.

6 IMPLICATIONS

- 6.1** Policy – Fits with Scottish Government policies
- 6.2** Financial - This work would be resourced jointly through the Reshaping Care Programme, NHS and Argyll Voluntary Action
- 6.3** Legal - None
- 6.4** HR - Staff time from partners for preparation and attendance
- 6.5** Equalities - None
- 6.6** Risk - None

For further information contact:

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Glenn Heritage, CEO, Argyll Voluntary Action Telephone 01631 564839

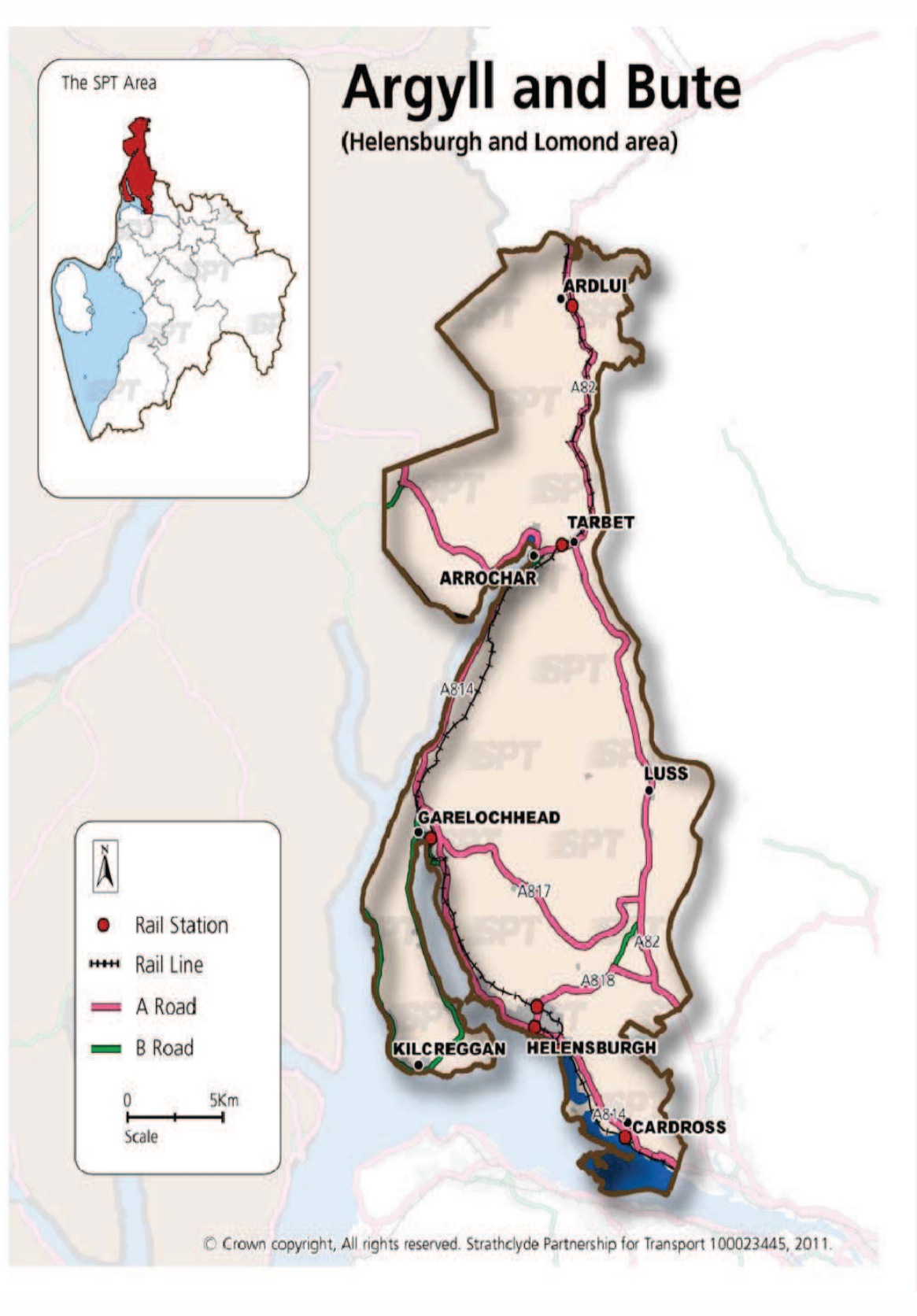
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Strathclyde Partnership for Transport
Transport Outcomes Report:
Argyll & Bute **2012/13**



in partnership with





Cover image: Luss Village

1. Introduction

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership¹ for the west of Scotland and is made up of twelve councils, of which Argyll and Bute Council (ABC)² is an integral partner. Within the SPT area there is a population of 2.16 million (41% of Scotland's total) of which 1.2% (25,434) live in the Helensburgh and Lomond area of Argyll and Bute³.

SPT delivers transport solutions across the Strathclyde area and has a number of planning and operational responsibilities that deliver significant benefits to residents and businesses in Argyll and Bute. These services include the management of socially necessary and demand responsive bus services; operation of the Subway; capital investment in regional transport projects for all modes; the operation of regional bus stations/interchanges; the administration of the regional ticketing scheme (ZoneCard); and acting as the secretariat to the Strathclyde Concessionary Travel Scheme. SPT's planning and operational expertise is also utilised by the Council via an agency arrangement for bus stop maintenance. All of SPT's operational services and planning for the wider regional network are underpinned by SPT's transport planning expertise which is an integral part of local planning and development processes in the ABC area. This includes responding to and influencing key transport consultations.

SPT is a committed Community Planning partner and this report demonstrates how SPT will help the Argyll and Bute Community Planning Partnership meet the Local Outcomes in the Single Outcome Agreement (SOA).

This report provides further details about SPT's activities in and for Argyll and Bute and the benefits of these. The report is structured as follows:

- **Section 2:** provides a summary of the services delivered by SPT in 2011/13 and the benefits of these services in the ABC area.
- **Section 3:** provides a look ahead to 2012/13 in terms of the transport projects and operational priorities that SPT will deliver in the ABC area.
- **Appendices:** Appendix 1 contains additional supporting detail on the benefits and services we provide together with the strategic fit with the Argyll and Bute Community Planning Partnership's SOA. Appendix 2 sets out how SPT activity is supporting the CPPs Local Outcomes.

Further information can be found on our website at www.spt.co.uk

¹ See <http://www.spt.co.uk/partnership/about> for further information

² Only the Helensburgh and Lomond area of Argyll and Bute falls within the SPT area

³ Source, National Records of Scotland, Mid year population estimates, 2010

2. Benefits of SPT services in Argyll and Bute - what has been delivered in 2011/12

The following table sets out the headline benefits of the services that SPT has delivered in the ABC area in 2011/12, (all figures quoted are approximate and are for 2011/12, unless otherwise stated). Further detailed information is contained in Appendix 1.

The Gourock / Kilcreggan ferry - £356,000 pa operating subsidy provided - service restructured to secure the long term sustainability of the service by reducing operating costs

Supported bus services – 4 contracts covered routes operating in Argyll and Bute (2 of which crossed into neighbouring Council areas) at a cost of **£290,000 pa**

MyBus – 1,100 trips – 1 contract for 2 services operated in Argyll and Bute (which also operated within West Dunbartonshire) at a cost **£100,000 pa**

Capital investment (total 09/10 – 11/12)

- Regional projects benefiting Argyll and Bute residents - **£32 million**
- Projects within Argyll and Bute – **£180,000** (including road safety journey time improvements on A814 and A818, plus support to secure government backing for A82 improvements)

Strathclyde Concessionary Travel Scheme⁴ – Provided an estimated saving on ferry, rail and Subway travel of over **£1.5 million** to Argyll and Bute residents

National Entitlement Card – Processed 910 disability card renewals and 2,800 calls answered

Travel information - Mobile Travel Centre visited 46 times

Integrated ticketing (ZoneCard)⁵ – 4,000 tickets sold to Argyll and Bute residents - estimated saving of £63,000

Bus infrastructure investment programme - £50,000 investment has provided 7 shelters installed, 2 mains power and 3 shelter illumination panels over 3 years

Subway – Around 120,000 Subway trips originated in Argyll and Bute

Buchanan bus station – 5,100 bus departures by 6 services served Argyll and Bute, all of which are long distance services

Transport planning – Responded to over 40 consultations relating to transport

⁴ Administered on behalf of the Strathclyde Concessionary Travel Scheme Joint Committee

⁵ Administered on behalf of participating operators

3. Transport priorities for Argyll and Bute 2012/13 - what we plan to deliver next

A range of transport project and operational priorities have been identified which aim to enhance the regional transport network and deliver benefits to residents and businesses of the Helensburgh and Lomond area. Many of these support the Local Outcomes identified in the Argyll and Bute SOA.

Further information on the relationship between transport projects, operational priorities and Argyll and Bute Local Outcomes can be found in Appendix 2.

3.1 Project priorities

Four transport priorities to enhance the regional transport network in Argyll and Bute have been identified and agreed with ABC. These are summarised below.

Project title	Brief Description	Partners	Year ahead timescales
Enhancing the Strategic Road network in partnership with ABC and HITRANS – seeking improvements to the A82 corridor	Continue to work with ABC, Transport Scotland and others to ensure the strategic road network in Argyll and Bute is fit for purpose and meets the needs of residents, visitors and the economy of the area.	SPT, ABC, Transport Scotland	Transport Scotland is moving forward with improvements at Pulpit Rock (A82) to remove traffic signals and restore 2-way traffic. ABC will carry out improvements in 2012 on the A814. Improvements on the A818 at Daligan Bends is a category 2 project in the 2012/13 SPT capital programme.
Deliver bus infrastructure upgrades in the Helensburgh area*	Roll-out of a programme of bus stop access improvements including shelters, tactile paving and raised kerbs.	SPT, ABC	Works ongoing including the opportunity to link with CHORD ⁶ regeneration project schemes.
Support the provision of Helensburgh town centre transport improvements*	SPT is working with ABC and others to review transport arrangements in Helensburgh, including traffic management, park and ride and coastal path improvements. A Park-and-Ride study has been undertaken to consider options to improve commuter travel to Glasgow. The needs of local people, businesses, commuters and visitors will be considered as part of this initiative.	SPT, ABC, CHORD ⁶ project team	General improvements to Helensburgh town centre to be carried out this year including new pedestrian crossing and junction improvements including DDA-compliance measures, traffic calming, streetscape/pedestrian enhancements and new signage.

⁶ The CHORD project is being undertaken by Argyll and Bute Council to assist regeneration and economic development in the five of waterfront towns of- Campbeltown, Helensburgh, Oban, Rothesay and Dunoon.

Project title	Brief Description	Partners	Year ahead timescales
Support the development of Helensburgh and Lomond Cycleways.	To promote and encourage cycling by providing segregated cycleways throughout Helensburgh and Lomond area.	SPT, ABC, Sustrans, LLTNP	<p>Work ongoing – some issues regarding land acquisition are not yet resolved.</p> <p>Detailed design for the Cardross to Helensburgh section being prepared.</p> <p>This is a category 2 project in SPT's 2012/13 capital programme.</p>

** SPT capital funding has been approved to take this forward in 2012/13

In addition, investment has been approved for a number of regional projects⁷ that will benefit residents of Argyll and Bute, including:

- expanding real time bus information;
- upgrading bus shelters throughout the region;
- developing proposals for strategic park and ride;
- delivering Subway Modernisation
- developing smartcard integrated ticketing; and
- improving interchanges for access to healthcare.

3.2 Ongoing operational priorities

SPT will continue to deliver benefits to Argyll and Bute through investment and delivery of a number of key operational activities, including:

- managing and administering the Strathclyde Concessionary Travel Scheme⁴ for ferry, rail and subway users;
- the provision of socially necessary bus services and the Kilcreggan – Gourock ferry service;
- the provision of Demand Responsive Transport for those who are unable to access mainstream transport (MyBus);
- managing and administering the ZoneCard⁵ multi-modal multi-operator ticket;
- providing multi-modal ticketing options such as Daytripper and Roundabout tickets;
- developing smartcard integrated ticketing for seamless travel for all public transport modes across the region;
- reviewing the existing transport network and developing plans, as appropriate, to ensure continued effectiveness and efficiency including responding to local, regional, national and where appropriate European Union consultations which could impact on the transport network and service delivery in the west of Scotland;
- engaging with ABC in the development of the Argyll and Bute Local Development Plan and the development management process;
- engaging with Loch Lomond and the Trossachs National Park, (LLTNP) in the development of the Park's Local Development Plan and the development management process;
- participating in Argyll and Bute Community Planning Partnership; and
- reviewing funding opportunities to facilitate the delivery of regional transport projects.

⁷ Approved at the Partnership meeting 30 March 2012. Projects are categorised as Category 1 within the SPT Capital Programme

Appendices

Appendix 1

Details of SPT's Activities and Benefits Delivered in Argyll and Bute

This section provides an update and more detail on the transport priorities identified in 2011/12 and expands on the information provided in section 2 of this report. All figures quoted are approximate and are for the period 2011/12 unless otherwise stated.

A1.1 Develop and deliver projects, across all modes

Progress on Priorities for 2011/12

The Argyll and Bute Transport Outcomes Report (TOR) for 2011/12 identified five transport priorities. The progress made towards achieving these is noted below.

Priority / Project	Progress
Enhancing the Strategic Road network in partnership with ABC and HITRANS – seeking improvements to the A82 corridor, the A814 and A818 and identifying improvements to the network.*	<ul style="list-style-type: none"> An ABC study to consider improvements to the A818 was delayed due to ongoing land ownership issues. Transport Scotland initiated procurement processes for improvement works at A82 Pulpit Rock Improvements to A814 to be carried out in 2012 by ABC
Providing bus infrastructure upgrades in the Helensburgh area*	<ul style="list-style-type: none"> Completed improvements to bus stops and a new bus shelter at Clynder Completed design works for a bus turning circle at the Rest and Be Thankful
Supporting Helensburgh town centre regeneration through transport integration and encouraging modal shift.	<ul style="list-style-type: none"> Completed STAG studies and demand modelling to identify suitable sites for additional park and ride in the Helensburgh area
Improving transport access to Loch Lomond and the Trossachs National Park	<ul style="list-style-type: none"> A technical survey of the loch bed at Arrochar was undertaken in 2008 to determine the suitability of the area for piling. The study results were inconclusive No progress in 2011/12.
Support the development of Helensburgh and Lomond cycleways.	<ul style="list-style-type: none"> Land negotiations are underway for the link between the west end of Cardross and Helensburgh Detailed design for the Cardross to Helensburgh section underway Helensburgh and Lomond Cycle Development was a Category 2 project in SPT's Capital Programme 2011/12

*Project received SPT capital funding in 2011/12

Capital Investment in Argyll and Bute

Over the period 2009/10 - 2011/12 a total of £180,000 has been invested in projects in Argyll and Bute (either through grant funding to the Council or delivery by SPT), including:

- improving the A814 at Keppoch;
- improving the A818 west of Daligan;
- upgrading bus infrastructure in the Helensburgh area; and
- investigating options for the provision of a park and ride site in Helensburgh.

In this period £32 million has been invested in regional projects benefiting the residents of Argyll and Bute including:

- upgrading bus shelters throughout the region;
- improving travel information across the region through the provision of additional travel information points, support to Traveline Scotland and investing in new bus stop poles, flags and information cases;
- purchasing additional buses supporting DRT and subsidised services;
- developing smartcard integrated ticketing;
- developing strategic park and ride solutions; and
- delivering Subway Modernisation.

A1.2 Operating the Subway network

Approximately 120,000 Subway trips originated in Argyll and Bute

A1.3 Supporting bus services

SPT managed 4 contracts⁸ to provide socially necessary bus services in Argyll and Bute at a cost of £290,000. This support was provided to operate services where it was not commercially viable to do so, and is often for the provision of services at weekends or evenings. Support may be provided for a full service or a part service, both in terms of route and hours of operation as market needs require.

Table 1: Socially necessary services in Argyll and Bute

Service Number	Route
302	Carrick Castle – Helensburgh - Lochgoilhead
316	Helensburgh - Coulport
305/306/ 309	Luss / Helensburgh / Balmaha – Alexandria**
340	Helensburgh/Vale of Leven Hospital – Royal Alexandra Hospital**

** Service covers multiple local authority areas

The Kilcreggan ferry was also supported by SPT at a cost of £356,000. The operation of this service has been restructured and the Helensburgh leg discontinued reflecting demand and reducing operating costs to secure the long term sustainability of the service. SPT will continue to work with the Council to ensure that this service is delivered in the most cost effective manner.

A1.4 Providing Demand Responsive Transport (DRT) – MyBus Services

SPT manages a contract⁸ for demand responsive services operating in Argyll and Bute at an annual cost of £110,000. A total of 1,100 trips were undertaken in 2011/12 utilising SPT's dedicated contact centre equipped with scheduling software.

Table 2: MyBus Services in Argyll and Bute

Service Number	Route
M10	Dumbarton MyBus**
950	Lomond MyBus Rural

** Service covers multiple local authority areas

A1.5 Investing in new vehicles

An adaptable bus purchased by SPT is operating on the Dumbarton MyBus service, resulting in a saving in the cost of providing this service and improving the standard of vehicle available.

A1.6 Delivering school transport

Argyll and Bute Council manage all school contracts within their area.

A1.7 Providing bus infrastructure

SPT operates, manages and invests in bus stations and manages and maintains bus shelters and stops.

Operating Buchanan bus station

5,100 bus departures by 6 services from Buchanan bus station serve Argyll and Bute, all of which are long distance services.

Investing in bus shelter upgrades

In 2009/10, SPT began a rolling programme to upgrade bus shelters. In total an investment of £50,000 has provided 7 new shelters, 2 mains power supplies for shelters and 3 shelter solar illumination panels.

⁸ Contract and service numbers may not be consistent due to the varied nature of the contracting process for services.

Maintaining bus stops

SPT currently has a ten year agency agreement with Argyll and Bute Council to maintain 169 bus stops until 2013. This agreement brings economies of scale in terms of contractor labour rates, work planning, quick response times and emergency call outs out-with office hours and at weekends.

A1.8 Providing travel information to the public

Operating a Mobile Travel Centre

SPT's Mobile Travel Centre visits Argyll and Bute 46 times a year visiting Garelochhead, Kilcreggan, Arrochar and Helensburgh.

Providing and maintaining bus stop information panels

SPT provides and maintains bus stop pole mounted information cases at 175 bus stops in Argyll and Bute. Cases are owned by SPT and inspected and cleaned at least once per year.

A1.9 Supporting Community Transport

SPT provides advice and development support to existing and new Community Transport organisations throughout the west of Scotland, including Argyll and Bute. SPT has established a Community Transport Network to promote improved vehicle quality, support training and encourage best practice across the Community Transport sector in the west of Scotland.

A1.10 Addressing transport affordability

As administrators of the Strathclyde Concessionary Travel Scheme, SPT works with its local authority partners to sustain the affordability of transport for elderly and disabled residents in the west of Scotland.

National Entitlement Card Administration for Argyll and Bute

Take up of concession passes by elderly people ⁹	22,500
Percentage of eligible population ¹⁰	85%
Take up by disabled people ⁹	2,700
Number of disabled card annual renewals from residents	910
First time applications from residents	200
Number of calls received annually from Argyll and Bute residents	2,800

Strathclyde Concessionary Travel Scheme¹¹

- Total value of rail and ferry travel being undertaken by residents of, or visitors to, Argyll and Bute - £1.7 million
- Annual saving to residents - £1.5 million

A1.11 Integrating transport, including transport and land-use planning

SPT is a key agency in the Local Development Plan process and prepared a detailed Technical Report on transport and land use forecasting across the Argyll and Bute area looking ahead to 2012 – 2027. This information and other SPT responses will be used to inform ABC's Proposed Plan which is due for publication late summer 2012.

SPT also engages with Argyll and Bute Council through the development management process, providing responses on planning applications which could impact on the transport network.

⁹ Source Scottish Government Bus and Coach Statistics, 2010. Figure is for the whole of the Argyll Bute area

¹⁰ Source Scottish Government Bus and Coach Statistics, 2010 and NRS mid year population estimates for 2010. Figure is for the whole of the Argyll Bute area

¹¹ Administered on behalf of the Strathclyde Concessionary Travel Scheme Joint Committee Approximate figures from value of rail and ferry concessions in Strathclyde region

A1.12 Administering integrated ticketing initiatives - ZoneCard

SPT promotes and administers a range of integrated tickets covering the west of Scotland, including Zonecard, the biggest multi-modal ticketing scheme outside London.

Number of cards (i.e tickets) sold to Argyll and Bute residents	4,000
Estimated number of ZoneCard trips made	130,000
Estimated annual saving to residents of using ZoneCard ¹²	£63,000

A1.13 Planning the regional transport network

SPT has a key role to review the existing transport network and to develop plans, as appropriate, to ensure continued effectiveness and efficiency of the network including responding to local, regional, national and where appropriate European Union consultations which could impact on the transport network and service delivery in the west of Scotland. In 2011/12, SPT responded to over 40 transport and public policy consultations ranging from High Speed Rail, Network Rail Edinburgh Glasgow Route Utilisation Strategy, Rail 2014, the Scottish Government's Ferries Review and the Competition Commission's Review of Local Bus Market Inquiry to the Christie Commissions Review of Public Services in Scotland, Draft Core Path Plans and Main Issues Reports and Proposed Plans for Strategic and Local Development Plans.

A1.14 Addressing future ferry delivery

SPT has contributed to the Scottish Government's Draft Ferries Review and commented on proposed improvements to ferry infrastructure and service levels for the Rosneath Peninsula, as well as service linkages to the Isle of Bute and the Cowal Peninsula. Proposed improvements over the next 5-10 years should help sustain the economies of these communities. SPT will continue to support public transport initiatives, in partnership with the Scottish Government and others, to ensure that access to and from these islands can maximise opportunities for these rural areas.

A1.15 Promoting amendments to bus policy

SPT is actively engaged in policy debates around the bus market, including responding to inquiries undertaken by the Competition Commission.

A1.16 Promoting developments on the rail network

SPT has an important role in promoting improvements to the rail network across the west of Scotland in conjunction with local authority partners, Transport Scotland, Network Rail and First ScotRail. SPT is working with ABC to identify potential park and ride improvements for the Helensburgh area.

A1.17 Improving safety on regional roads

SPT has worked closely with ABC to target investment on regional roads to improve safety and reduce accidents, including the A814 and A818.

A1.18 Promoting "Smarter Choices" modal shift

SPT continues to provide a forum, through the SPT Sustainable Travel Group, for liaison between public and private sector organisations to support their employees in undertaking active travel. ABC and many other organisations are members of this group.

A1.19 Developing walking cycling initiatives

SPT promotes active travel, including working with ABC on developing Helensburgh and Lomond Cycleways.

¹² Saving: = (Composite Adult Single Fare - Average ZoneCard Single Fare) x Number of ZoneCard Journeys

Appendix 2 - SPT Argyll and Bute SOA

A2.1 SPT as a Community Planning Partner

Transport is critical to the delivery of the Scottish Government's National Outcomes and Argyll and Bute's Local Outcomes. SPT's investment programme and delivery of transport services supports the achievement of several Argyll and Bute Local Outcomes. A summary of SPT activities in support of the most relevant local outcomes is found below.

Local Outcome: Our transport infrastructure adapts and develops to meet the social and economic needs of our communities.

SPT contributes to this local outcome by supporting improvements to strategic roads to reduce congestion, improve safety and reduce journey times, by supporting park and ride improvements and by delivering high-quality, modern public transport infrastructure. Recent SPT projects, services and activities relevant to this outcome include:

- Supporting A818 and A814 improvements
- Helensburgh park and ride
- Bus infrastructure improvements

Local Outcome: Our people are supported to live more active, healthier and independent lives.

SPT contributes to this local outcome by increasing access to work, education, healthcare, retail, social and leisure opportunities for disabled and elderly people, rural communities and for those dependent upon bus services, by reducing the cost of travel for disabled and elderly people, by promoting active travel and improvements to walking and cycling infrastructure. Recent SPT projects, services and activities relevant to this outcome include:

- MyBus
- MyBus Rural
- Supported local bus services including services to regional hospitals including the Vale of Leven and Royal Alexandra hospitals
- Strathclyde Concessionary Travel Scheme
- National Entitlement Card administration

Local Outcome: We contribute to a sustainable environment

SPT contributes to this local outcome by promoting and investing in sustainable travel measures including public transport, active travel, park and ride and car sharing. Recent SPT projects, services and activities relevant to this outcome include:

- Supporting Helensburgh and Lomond Cycleways development
- SPT Sustainable Travel Group
- Travel planning support and SPT Travel Plan seminar

Argyll and Bute Community Planning Partnership**Management Committee**
Date: 22nd August 2012

Title: Economy Theme FQ1 Report

1. SUMMARY

- 1.1** The purpose of this paper is to report and provide comment exceptionally on performance against the SOA Economy success measures for the first quarter of 2012/13.

2. RECOMMENDATIONS

- 2.1** That Management Committee notes progress against the SOA Economy success measures for Q.1 2012/13.

3. BACKGROUND

- 3.1** The economy thematic scorecard incorporates a variety of success measures based both upon partner activity and also on a range of economic data sets that are intended to help the economy thematic group to monitor economic activity across the area and focus attention or direct resources accordingly.
- 3.2** The economy of Argyll & Bute is highly seasonal and many of the success measures are “annual targets. It is therefore expected that performance in Q1, may be less than 25% of the annual target, particularly for those measures dependant upon private sector input. However, overall performance to end June 2012 is considered to be satisfactory.
- 3.3** One measure which will require careful monitoring in the coming months is the HIE measure in respect of jobs in fragile areas. Issues of seasonality and challenges in the finance markets contribute to the difficult investment and growth climate in the private sector which is particularly evident in the more fragile economies.
- 3.4** Partners are reminded to update performance data timeously.
- 3.5** Overall, unemployment remains a challenge in parts of Argyll & Bute with the Dunoon and Bute Travel to Work Area having the highest unemployment in the Highlands & Islands at 4.9% (June 2012) against an average for the Highlands & Islands of 2.7% and Scottish average of 4.2%.

4. CONCLUSION

- 4.1** Performance against CPP / SOA Economy Success measures for

the first quarter of 2012/13 is considered to be satisfactory, and broadly on track to achieve annual targets.

For further information contact: Douglas Cowan, Area Manager,
Highlands & Islands Enterprise
Telephone 01546 605402

Argyll and Bute Community Planning Partnership**Management Committee**
Date: 22nd August 2012

Title: Environment Theme FQ1 Report

1. SUMMARY

- 1.1** The Environmental Theme Group has not met since the new Council administration has been formed.

Nonetheless the measures selected to be reported on generally show positive trends.

- 1.2** There are three "red" measures. Of these one has failed to meet the target by a mere 0.1% (waste recycling), one requires to be revisited; at present it is impossible to extract an Argyll and Bute figure from non-contiguous partner boundaries (Climate change adaptation by SEARS) and the third is possibly one of the hardest to achieve and requires further investigation (Carbon emissions saving).
- 1.3** More work will be required during the year to incorporate new indicators being developed by CoSLA and Scottish Government which attempt to measure public usage of green spaces and linking the environment around people's homes to the health agenda.
- 1.4** We have started to measure use of green spaces like nature reserves/forest trails and whilst any such usage is generally beneficial to the health of the participants it is not clear exactly whether we are helping Argyll residents or our visitors from further afield.
- 1.5** Management committee input to the selection of environmental indicators is welcome!


2. RECOMMENDATIONS

- 2.1** That the Management Committee note the content of this report and the Environment Scorecard (Appendix 1)

For further information contact: Andrew Campbell

Telephone 0300 244 9360

Appendix 1 - CPP Environment Scorecard (06/08/12)



argyll and bute
communityplanningpartnership

CPP Environment Theme

CPP05 The places we live/work/visit are well planned, safer and successful ...

A

↓

CPP 05.01 Limiting climate change and adapting	Actual	Concerns, below Concerns, below	R
	Target	Concerns, below	
	Benchmark	Concerns, below	
CPP 05.02 Protect and improve water environment	Actual	100 %	G
	Target	100 %	
	Benchmark		
% of Building Warrants responded to within 20 Days	Actual	95.4 %	G
	Target	80.0 %	
	Benchmark		
% of Building Warrants Issued within 6 Days - ABC	Actual	93.1 %	G
	Target	80.0 %	
	Benchmark		

CPP06 We contribute to a sustainable environment

A

→

Carbon Emissions Savings from tangible projects in metric tonnes	Actual	3,612	R
	Target	4,913	
	Benchmark		
% Utilisation of light vehicle fleet	Actual	63.5 %	G
	Target	60.0 %	
	Benchmark	57.9 %	
Average subsidy per bus passenger - A&B	Actual	£ 1.48	G
	Target	£ 1.50	
	Benchmark	£ 1.94	
Tonnes of Biodegradable Municipal Waste to landfill	Actual	5,667	G
	Target	5,700	
	Benchmark	5,097	
% waste recycled and composted	Actual	39.9 %	R
	Target	40.0 %	
	Benchmark	38.0 %	
CPP 06.06 % of CPP Management Committee meetings by VC	Actual	100 %	G
	Target	10 %	
	Benchmark		
% overall street cleanliness	Actual	75 %	G
	Target	74 %	
	Benchmark	73 %	
% of all category A water supplies to be improved to EC standards	Actual	75.3 %	G
	Target	75.0 %	
	Benchmark	86.2 %	

CPP07 Full potential of our...built & natural environment is realised ...

G

→

CPP 07.01 LL&T National Park Plan 2012-17 Approved	Actual	Complete	G
	Target	On track	
	Benchmark	Complete	
CPP 07.02 % of features on protected land areas in favourable condition	Actual	On track	G
	Target	On track	
	Benchmark	On track	
CPP 07.03 % implementation of 2012-13 elements of strategic forestry plan	Actual	100 %	G
	Target	95 %	
	Benchmark		
Core Paths Plan Adopted	Actual	On track	G
	Target	On track	
	Benchmark	On track	
No of community benefit frameworks	Actual	0	G
	Target	0	
	Benchmark		

**Argyll and Bute Community Planning
Partnership**

**Management Committee
22 August 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 8 May 2012, attended by representatives from Third Sector Partnership, ABSEN, NHS Highland, Strathclyde Police and Argyll and Bute Council. This meeting focussed on Events and Training,
- 3.2** A report was presented on the successful event "There's More to Fundraising than Grants" held on 17 March 2012 in the Council Headquarters, Lochgilphead. It was attended by over 80 representatives of community groups from throughout Argyll and Bute, including sixteen by video-conference from Mull and Islay. Workshops were well received and covered topics of income generation through sponsorship; wills and gift aid; renewable; and managing funds and making savings.
- 3.3** A sub-group was established to consider further Events and Training in order to ensure delivery is joined-up and is meeting identified needs. This group had its first meeting in June 2012.
- 3.4** It was also noted that the Volunteer Awards would be held on 8 June 2012.
- 3.5** The Third Sector and Communities Plan was discussed to ensure partners are prepared to report on the agreed success measures.

4. CONCLUSION

- 4.1** The Third Sector and Communities Sub-group continues to develop and partners are involved in the development of further events to support our communities.

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

Economic Development in Argyll and Bute

Argyll and Bute Community Planning Partnership
Wednesday 22nd August 2012



Strengths:

- high quality natural environment and sustainable, economic assets
- diverse, concentrated sources of renewable energy
- higher than average levels of self-employment and entrepreneurial spirit
- much of the area is in close proximity to central Scotland and major urban centres
- agriculture, fishing and aquaculture
- abundance of iconic tourist attractions and cradle of Scottish history and culture
- significant mature forestry resources
- communities with strong identities, heritage and attractive environments
- a good quality of life and family-friendly environment



Opportunities:

- renewable energy potential that can create jobs, enterprises and investment and benefit our communities
- key sectors - tourism, food and drink and forestry:
- higher value tourism and longer season
- strengthen links between local food and drink produce and tourism
- resort development
- access to world-class wildlife and landscapes
- Increased consumer demand for food and drink with provenance
- create vibrant dynamic communities that have a reputation for a high quality of life and attract entrepreneurs and investors
- new models of working e.g. Social Enterprises
- National Park a visitor 'gateway' to Argyll and Bute
- recalibrating Scottish economy (role of rural economy)



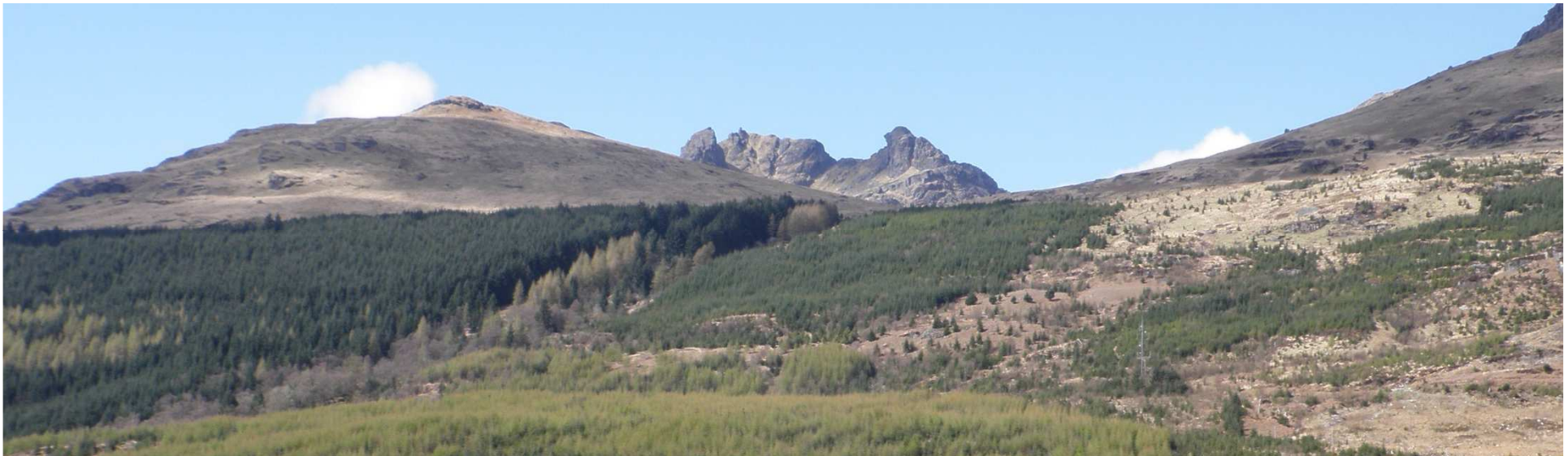
Weaknesses:

- demographic structure
- connectivity with rest of Scotland
- dependency on seasonal tourism and the public sector for employment opportunities
- narrow economic base and a reliance on low skills
- remoteness and fragile island-based communities – cost of public sector services higher
- pockets of deprivation
- profile and perception



Threats:

- current national and international economic situation
- ageing population with young people leaving the area
- deteriorating transport and connectivity
- rising cost of fuel and reliance on fossil fuel
- availability of affordable housing exacerbated by the existence of many second holiday or retirement homes
- increasing competition for National and European funding
- new business models



Economic Development Strategy and Priorities

- two key documents



Economic Development Action Plan

2010 – 2013

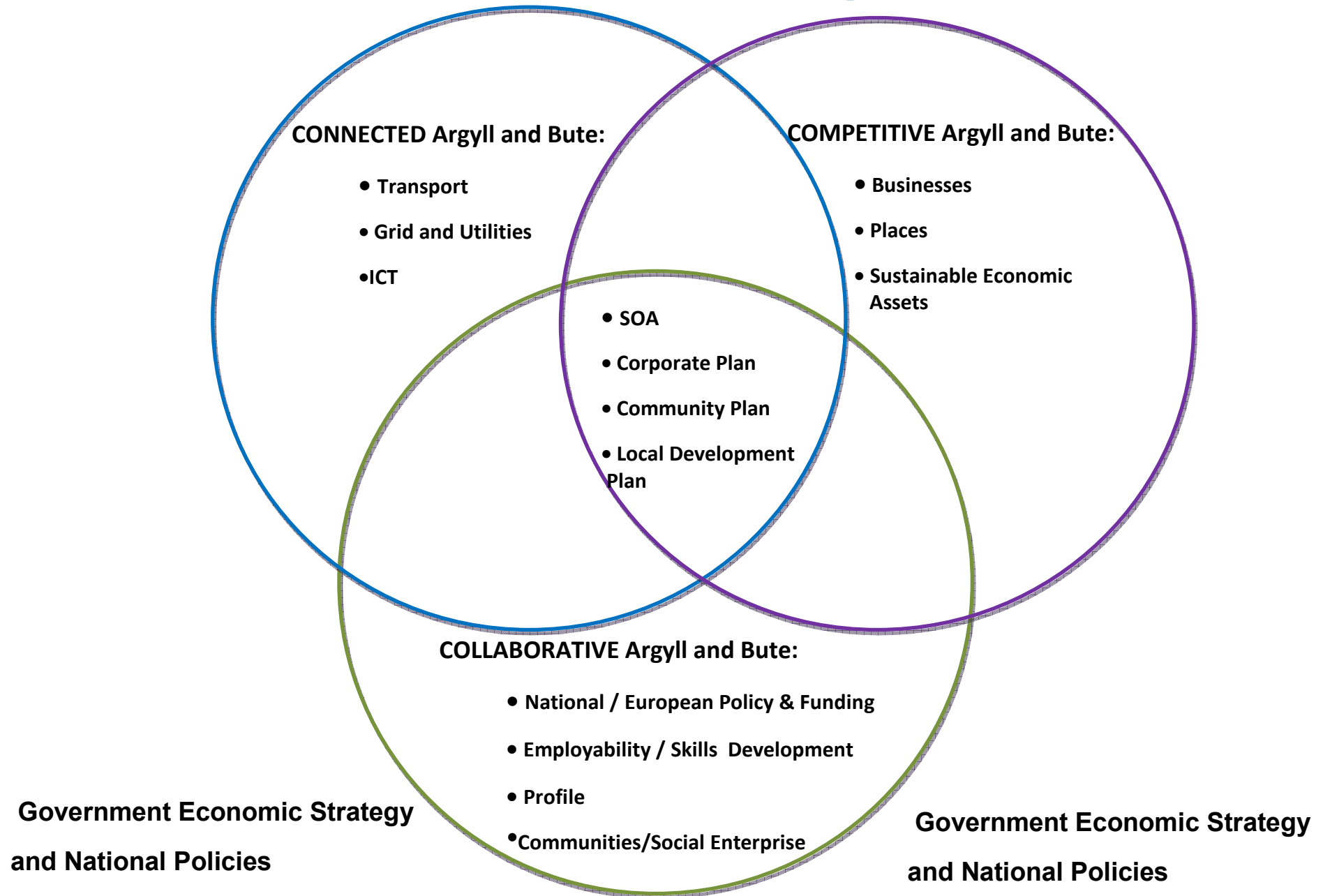


Argyll and Bute Renewable Energy Action Plan

Powering Scotland's Future



Framework for Economic Development Action Plan



Working with our Key Industries

Our Sustainable Economic Assets

- Renewable Energy**
- Tourism**
- Food and Drink**
- Forestry**

Renewable Energy Action Plan Milestones

- Argyll and Bute Renewable Alliance (ABRA)
- Wind Towers Ltd
- N-RIP - Campbeltown
- TIF (Lorn arc)
- Ports and Harbours and influencing National policy
- Tiree Scenario Planning
- Community Benefit
- GIS Mapping
- Local Skills Assessment
- Engineering Skills Facilities (Argyll College)
- Influencing EU Policy
- Promotional Materials and Events



www.holyrood.com
May 2011

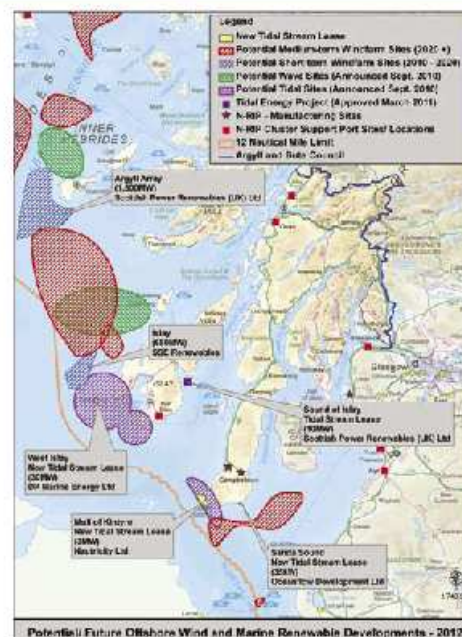
Renewables



BIG BUSINESS

UKTI'S CRAIG JONES ON GLOBAL PROSPECTS

Powering Scotland's Future – Argyll and the Islands



Argyll and the Islands has a unique and significant mix of indigenous renewable energy resources, in hydro, wind, wave, tidal and biomass.

The area's proximity to Scotland's Central Belt and Ireland make it ideally positioned for supplying electricity to large population centres.

Track record of innovation

Such assets have fired the imagination of private investors and public bodies. The region is no stranger to innovation.

- Cruchan hydro-electric scheme is one of the largest pump storage power stations in the UK.
- The Limpet, at Porthaven Islay is the world's first commercial wave power energy scheme.
- World-leading 10MW Tidal Array demonstration project is to be developed in the Sound of Islay.
- A community windfarm on the island of Gigha – supporting the islands energy needs and providing an income for the community – is the first of its kind in Scotland.
- The proposed Argyll Array off the island of Tiree will be one of Europe's largest offshore wind farms.

ABRA – A Driving Force

ABRA – A Driving Force
The Argyll and Bute Renewable Alliance (ABRA) has been established by key private and public partners to deliver our vision of putting Argyll and the Islands at the heart of renewable energy development in Scotland.

Delivering our Vision

In the last year, ABRA partners have delivered a range of achievements, including:

- **Argyll College Engineering Facility** – Funding secured to provide college engineering and specific renewables training.
- **Campbeltown / Machrihanish NRIP Site** – Significant marine and road infrastructure investment has underpinned the development of this site as a renewable energy hub and the major turbine tower manufacturer, Wind Towers Ltd.
- **European Marine Science Park** – Adjacent to the world leading Scottish Association for Marine Science, this will provide laboratory and office space for the private sector, focusing on marine science and marine energy.
- **Lorn Aon Project** – A package of marine and road infrastructure investment to stimulate economic development in Oban and the surrounding area, linked to renewable energy and marine research.
- **Renewable Energy Interactive Mapping** – An innovative spatial mapping system for developers, partners and residents.
- **Tiree Onshore Scenarios** – Ground-breaking study to review onshore implications of the proposed offshore Argyll Array for the community of Tiree.



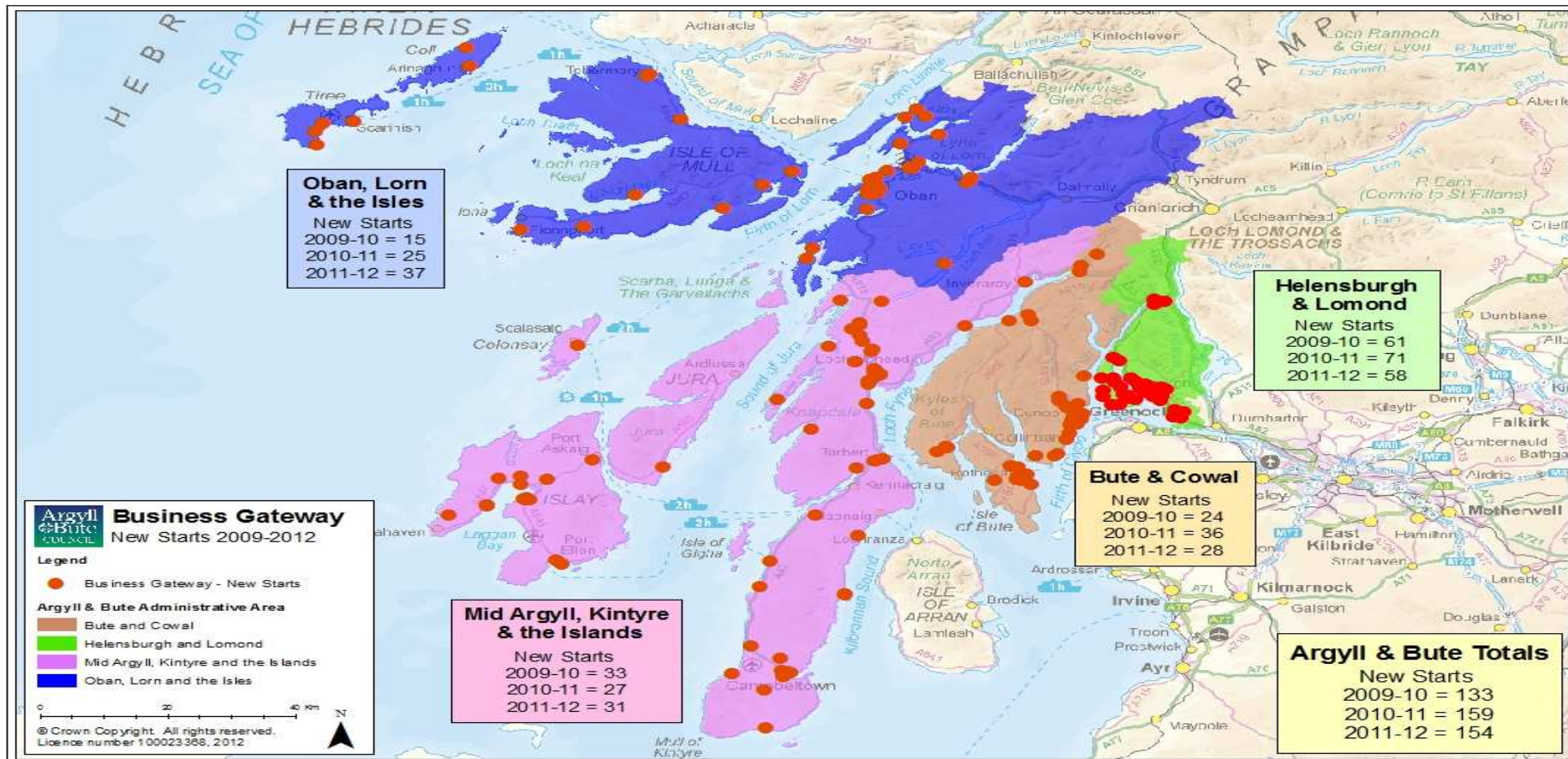
For further information see www.argyll-bute.gov.uk/planning-and-environment/renewable-energy.

Tourism

- **Tourism and hospitality is main private sector employer**
- **Council led way in rethinking the Argyll and Isles Tourism Partnership**
- **Partnership is now private sector led with significant funding from Visit Scotland and LEADER – Council provided seed funding**
- **Visit Scotland now call Argyll and Isles Tourism Partnership a national exemplar**

Delivering Services to our Communities

Supporting 446 New businesses to start up in Argyll and Bute in 3 years
(1000 businesses in total)



Delivering Services to our Communities

- Argyll and Bute Employability Team

Over the past 10 year the Employability Team has successfully delivered Welfare to Work services using National and European Funds

Secured sub contract for delivery of DWP Work Programme across Highlands and Islands
207 sustainable job outcomes since inception of DWP Programme last summer

- European Team

Since May 2008 the Argyll and the Islands LEADER Local Action Group (LAG) has awarded over £7.4 million of grant funding to 228 projects, with total project costs of over £18.3 million a substantial cash injection for communities

The European team work closely with our regional and National partners to influence EU Policy and access funding e.g. £4.5 million of ERDF awarded to infrastructure projects in Argyll and Bute over last 2 years



Europe and Scotland
Making it **work together**



Europe and Scotland
Making it **work together**

Delivering Services to our Communities

- Strategic Transportation, including Marine and Airports

Management and operation of the Council's Marine Infrastructure (Piers and Harbours) and ferry services

Management and operation of the Council's Airports and Air Services to the islands

Identifying and promoting the Council's transport priorities and facilitating road safety

Inputting to National Transport and infrastructure Policy and influencing investment decisions

- § Social Enterprise Team

Working with Social Enterprises and organisations to promote development eg. Coastal Communities Fund, Growing Community Assets



Delivering Regeneration in our Communities

CHORD

CHORD Background

- An ambitious programme to assist regeneration and economic development in five waterfront towns – Campbeltown, Helensburgh, Oban, Rothesay and Dunoon.
- Council has agreed to allocate more than £30m.
- Projects involved set by outline business cases.
- Aim to maximise the activities planned through CHORD and lever additional funding – both private and public.

Aim and Objectives

- *Aim –*
 - *Contribute to the creation of an attractive, well connected and modern economy.*
- *Objectives -*
 - *To improve the character, appearance and function of our towns for residents, visitors and investors.*
 - *To make our towns places of economic vibrancy that create employment and prosperity for the residents of Argyll and Bute.*

The Projects

Campbeltown

- CHORD funding allocation **£6.50m**
- Townscape Heritage Initiative
- Berthing Facility
- Kinloch Road regeneration





Boots - Before



Boots - After

Old Schoolhouse - before



Old Schoolhouse - after





New Road through Park Square

26/04/2012



Local Development Plan

Land use spatial plan for the Council that replaces the current development Plan (Structure Plan and Local Plan);

The 2006 Planning Etc.(Scotland) Act requires the Development Plan to be up to date (renewed every five years);

In Argyll and Bute there is only a requirement for a Local Development Plan (LDP);

Has to ensure that there is a five year supply of effective housing land and ten years for business land;

Has to contain a clear settlement/spatial strategy;

Has to address the impacts of climate change;

Has to be supported by all of the key agencies;

Has to be deliverable and realistic;

Has to be fully funded;

Local Development Plan

Efficient - up to date, responsive to change, providing certainty, identifying development opportunities;

Inclusive - involvement of local people on local issues;

Integrated – provides spatial dimension to national and local strategies, action plans including EDAP, REAP, Housing Strategy;

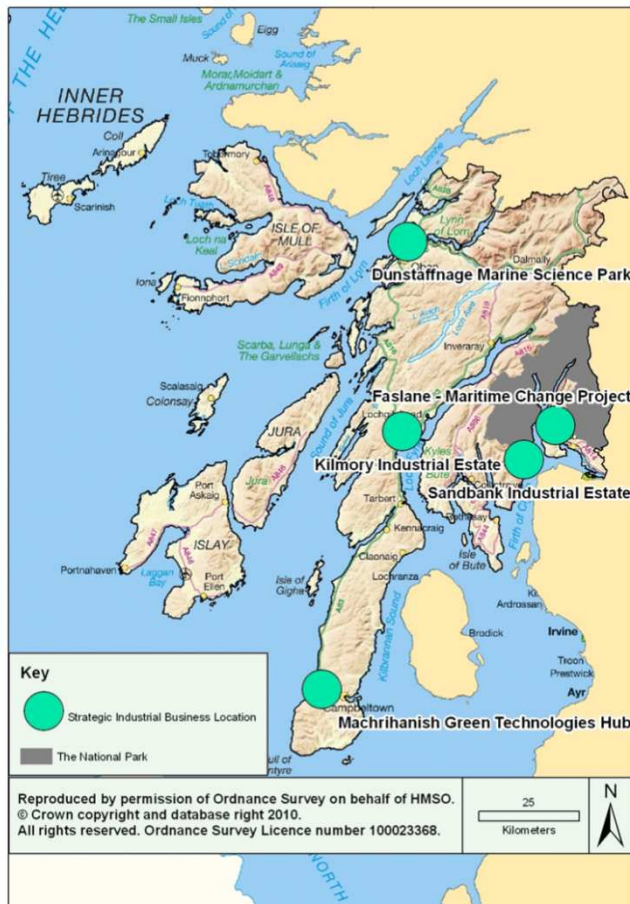
Fit for purpose – supports high quality outcomes on the ground and addresses our area's issues in a challenging environment;

Sustainable – fully supports sustainable economic growth;

Deliverable - realistic and accompanied by an agreed action programme with our partners;



Local Development Plan



Central Challenge to deliver a Sustainable and Growing Economy to counter population loss trend

More flexible approach to Tourism;
Encourages the growth of Forestry and associated industries;

Identified the capacity for new Wind farms;

Establishes spheres of influence;

Identifies Strategic and Local Industrial Land – Campbeltown, Tobermory and Oban;

Regeneration – takes a more focussed approach

Establishes Economic Priority Areas

Identifies new Retail opportunities

Conclusion

LDP has taken into account over 1,000 individuals and organisations comments so far in its preparation;
LDP will be a spatial plan fully integrated with the council's other strategies and corporate outcomes;
LDP will also be a promotional tool that highlights our numerous successes and addresses the central challenge we face is reversing a falling population through a sustainable and growing economy;
LDP will be interactive, flexible and responsive to changing and challenging circumstances:

Your Thoughts on Economic Development Priorities 2013 Onwards

- Will help shape the new Economic Development Action Plan
- Will inform Local Development Plan, Community Plan / SOA

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Argyll and Bute Community Planning Partnership

Management Committee

Date: 22 August 2012



Title: Citizens' Panel

1.0 SUMMARY

1.1 The Citizens' Panel membership and the two annual surveys are available as resources that all Community Planning partners may use.

1.3 We are seeking feedback from the CPP Management Committee about the themes that have been put forward for inclusion in the 'spring' 2012 survey.

2.0 RECOMMENDATIONS

2.2 The CPP Management Committee should make recommendations about priorities for inclusion in the survey of the themes identified in this report:

- Housing
- Impact of the economic downturn
- Transport
- Adult Protection

2.3 The Management Committee should note the timeline that needs to be followed if the 'spring' survey is not to impact on the autumn 2012 survey.

2.1 Members of the CPP organisations should remind their management teams that the Citizens' Panel is a resource available for their use. Partners have been invited to propose questions for inclusion in this survey, and are invited to do so for future surveys.

3.0 DETAIL

3.1 The current Citizens' Panel is made up of approximately 1,250 people who live in Argyll and Bute. Members of the Panel are recruited to be broadly representative of the wider population of the area in terms of their demographic profile and geographic distribution.

3.2 Hexagon Research and Consulting currently have the contract to maintain the Citizens' Panel database and to administer the twice-yearly Citizens' Panel surveys.

3.3 In addition to being able to have questions included in the scheduled surveys, community planning partners may also use the Citizens' Panel membership database to identify people willing to take part in other research activities, such as focus groups or other questionnaire surveys. (Any such additional research is not covered by the citizens' panel contract, and must be paid for by the commissioning service or organisation.)

3.4 According to the terms of the new contract, which came into place in March 2012, the spring surveys are open to all community planning partner organisations. Autumn surveys are now council-only surveys, with the primary purpose to track customer satisfaction across a range of council services.

3.5 Calls for topics to be included in the Citizens' Panel surveys are usually made through the Community Planning Partnership, with the intention that representatives from the various partner organisations will disseminate the call for themes and questions across their organisations.

3.6 Calls for themes and questions for the spring 2012 survey were made in March 2012. No expressions of interest were received. Another call for themes and questions was made in June 2012 (via the CPP Management Committee and Full Partnership meetings, and through an email sent to everyone on the CPP distribution list). A deadline of 30 June was given for responses. The responses received were minimal. A further email request was sent out (26 July 2012) to all Community Planning partners for questions / themes to be included in the survey. A new deadline of 10 August was set for responses.

3.7 As calls for papers do not appear to be being disseminated through partner organisations, one of the purposes of this report is to encourage the dissemination of information about the Citizens' Panel.

3.8 In response to the calls for themes, the following topics have been put forward for inclusion in the survey:

- Housing
- Transport

3.09 Separately, Social Work has requested the inclusion of questions relating to Adult Protection.

3.10 An additional topic that might be included in the survey is an update of questions, previously asked in 2009, about panellists' perceptions of the economic downturn. (An extract of the 2009 survey, which includes these questions, is appended to this report for information.)

3.11 The 'spring' 2012 survey is running behind timetable. The autumn survey contains a core set of questions, and is used to track panellists' responses over time; the survey goes out in late November each year. It would not be desirable for the survey to be delayed. Nor would it be desirable to have two surveys going out very close to each other. For

this reason, it is recommended that the delayed 'spring' survey should go out no later than mid-September 2012.

3.12 Hexagon Research and Consulting require two weeks after the questions have been finalised for the questionnaires to be prepared and printed. In turn, this means that, in order for questionnaires to go out in mid-September, questions would have to be finalised by the end of August.

4.0 CONCLUSION

4.1 The Citizens' Panel is available to community planning partners.

4.2 The timeline for developing the next Citizens' Panel survey is as follows:

- 10 August 2012: deadline for submission of broad topics for inclusion in the survey
- 22 August 2012: CPP management committee; confirmation of topics for inclusion in the survey
- 31 August 2012: deadline for development of questions for inclusion in questionnaire
- First two weeks in September: preparing and printing survey
- Distribution of survey: 14 September 2012.
- Deadline for completed returns: 14 October 2012.

4.3 The Management Committee is asked to approve the themes that have been proposed in this report, and for partners to solicit ideas from their organisations for inclusion in future surveys.

5.0 IMPLICATIONS

5.1 Policy: none

5.2 Financial: none

5.3 Legal: none

5.4 HR: none

5.5 Equalities: none

5.6 Risk: none

5.7 Customer Service: none

6.0 APPENDICES

6.1 Extract from Summer 2009 Citizens' Panel survey

Section 1: The Economic Recession

We would like to know how the current economic downturn is affecting you, and how you think it is affecting our area more widely.

We also would like to know how you think we can do more to help.

Q1. Do you think that the economy of Argyll and Bute is being adversely affected to a greater or lesser degree by the current economic downturn than either Scotland or the UK?

	Compared to Scotland	Compared to the UK
Argyll and Bute is more adversely affected	<input type="checkbox"/> 1	<input type="checkbox"/> 1
Argyll and Bute is less adversely affected	<input type="checkbox"/> 2	<input type="checkbox"/> 2
There is no real difference	<input type="checkbox"/> 3	<input type="checkbox"/> 3

Q2. Do you feel it is likely the economic downturn may encourage more people to holiday at home, increasing the number of tourists in Argyll and Bute

Very likely	<input type="checkbox"/> 1
Quite likely	<input type="checkbox"/> 2
Not very likely	<input type="checkbox"/> 3
Not likely at all	<input type="checkbox"/> 4

Q3. Compared to this time last year, how would you describe the effect of the economic downturn on yourself, across Argyll and Bute as a whole as well as in your local community?

	Better off than last year	The same as last year	Worse off than last year	Don't know
Yourself	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1
Argyll and Bute	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2
Your local community/area	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3

Q4. What do you think the situation will be like this time next year for yourself, across Argyll and Bute as a whole as well as in your local community?

	Better off than now	The same as now	Worse off than now	Don't know
Yourself	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1
Argyll and Bute	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2
Your local community/area	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3

Q5. What do you think the situation will be like in three years time for yourself, across Argyll and Bute as a whole as well as in your local community?

	Better off than now	The same as now	Worse off than now	Don't know
Yourself	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 1
Argyll and Bute	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2	<input type="checkbox"/> 2
Your local community/area	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3	<input type="checkbox"/> 3

Q6. Are you facing any of the following challenges as a result of the economic downturn? Please tick all that apply.

Debt (mortgage or other loan arrears)	<input type="checkbox"/> 1
Accessing finance (mortgage or other loans)	<input type="checkbox"/> 1
Reduced value of your pension or savings	<input type="checkbox"/> 1
Being made unemployed	<input type="checkbox"/> 1
Having a cut in pay	<input type="checkbox"/> 1
Having to accept reduced hours at work	<input type="checkbox"/> 1
Fall in the value of your home	<input type="checkbox"/> 1
Want to move but are unable to	<input type="checkbox"/> 1

Q7. Have you taken any of the following steps in response to the changed economic climate? Please tick all that apply.

- | | |
|---|----------------------------|
| Updated your CV | <input type="checkbox"/> 1 |
| Registered for additional training or courses | <input type="checkbox"/> 1 |
| Put off moving house (for example, because of difficulties getting a mortgage, concerns about a fall in house values) | <input type="checkbox"/> 1 |
| Had to consider moving house (for example, to reduce housing costs) | <input type="checkbox"/> 1 |
| Put off improving your existing property (for example, because of difficulties getting a loan) | <input type="checkbox"/> 1 |
| Considering improving your existing property as an alternative to moving | <input type="checkbox"/> 1 |
| Spending less by going out less often | <input type="checkbox"/> 1 |
| Spending less by growing your own fruit and vegetables | <input type="checkbox"/> 1 |
| Spending less by having fewer/less expensive holidays | <input type="checkbox"/> 1 |
| Tried to save more | <input type="checkbox"/> 1 |

Q8. Have you noticed any impact of the economic downturn on local shops, pubs/restaurants/hotels and other local businesses? Please tick any that apply in your area.

- | | Have closed | Struggling to stay in business |
|-------------------------------|----------------------------|--------------------------------|
| Local shops | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| Local pubs/restaurants/hotels | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |
| Other local businesses | <input type="checkbox"/> 1 | <input type="checkbox"/> 1 |

Q9. What could the Argyll and Community Planning Partnership do more of to help local people and businesses? Please tick all that apply.

- | | |
|--|----------------------------|
| Career planning advice | <input type="checkbox"/> 1 |
| Help with updating CVs and completing job applications | <input type="checkbox"/> 1 |
| Help people with skills to retrain | <input type="checkbox"/> 1 |
| Provide debt advice | <input type="checkbox"/> 1 |
| Provide benefits advice | <input type="checkbox"/> 1 |
| Support initiatives to help town centres | <input type="checkbox"/> 1 |
| Support local businesses | <input type="checkbox"/> 1 |

Section 2: Community Councils

This section asks you about Community Councils and whether you have had any involvement with your local Community Council.

Q10. How aware are you of the role played by Community Councils across Argyll and Bute?

- | | | |
|------------------|----------------------------|-----------|
| Very aware | <input type="checkbox"/> 1 | Go to Q11 |
| Quite aware | <input type="checkbox"/> 2 | Go to Q11 |
| Not very aware | <input type="checkbox"/> 3 | Go to Q11 |
| Not aware at all | <input type="checkbox"/> 4 | Go to Q12 |

Bruce West, Head of Strategic Finance
(6 July 2012)

For further information contact:

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**Argyll and Bute Community Planning
Partnership Management Committee**

**Management Committee
22 August 2012**

Development Of Next Community Plan

1 SUMMARY

- 1.1 The current community plan covers the period to 31 March 2013. A new community plan requires to be developed for the period commencing 1 April 2013. This report sets out a proposed approach to developing the new community plan that takes account of the findings from the work carried out by the Improvement Service.

2 RECOMENDATIONS

- 2.1 The Management Committee approve the proposed approach to developing the new community plan as set out in this report.
- 2.2 Partners agree to support the development of the new community plan based on this report.

3 DETAIL

Introduction

- 3.1 The current community plan covers the period to 31 March 2013. A new community plan requires to be developed for the period commencing 1 April 2013.
- 3.2 The Improvement Service working with a few community planning partnerships has pilot tested implementation of outcome budgeting in a few service areas. A report on the outcomes and lessons learned has been prepared. One of the key findings is that whilst there are clear benefits from implementation of outcome budgeting this approach is very resource intensive and there are significant issues to be addressed in setting it up. Outcome planning which is not full blown outcome budgeting offers many of the same /similar benefits but at significantly less cost in terms of implementation resources and issues to be addressed.

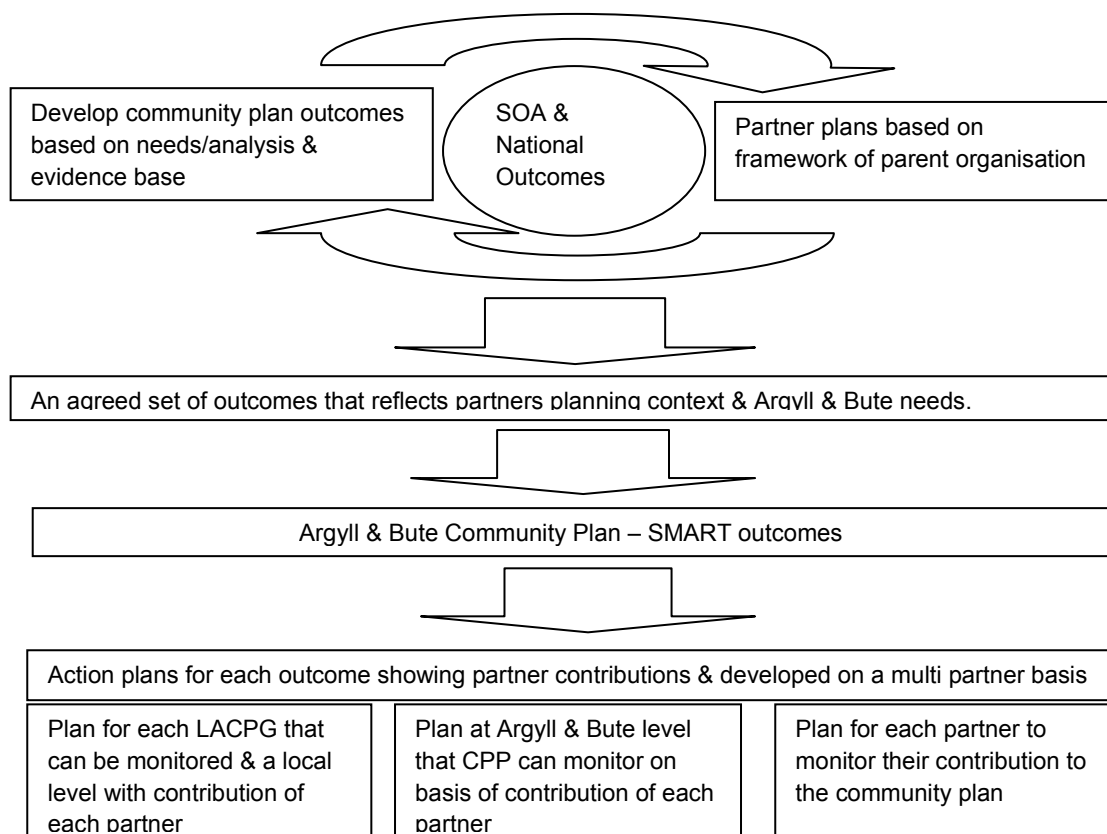
Developing A More Integrated Approach To The Community Plan

- 3.3 Partners are committed to a shared community plan but it is not possible to have a single plan that covers all partners avoiding the need for their own plans. Police, Fire and NHS plans for Argyll and Bute need to fit within both the context of the Argyll and Bute community plan but also their respective

parent organisation. There is however an opportunity to improve how these are developed around a common set of outcomes for Argyll and Bute.

3.4 As each partners plans need to fit within context of their own parent organisations planning process it is not possible to have plans that are only determined on a top down basis from the community plan. The community plan cannot simply be an amalgamation of each individual partners plan otherwise there is no obvious additional benefit from coming together as a community planning partnership. An approach needs developed that considers the requirements of the parent organisation plans for each partner but brings these together and refines these in a way that also takes account of a shared set of outcomes for Argyll and Bute and the single outcome agreement. These Argyll and Bute outcomes need to be multi partner and supported by an action plan setting out the contribution of each partner. This approach should be divisible into 4 areas so that there is clarity in outcomes, actions and partner contributions at an Argyll and Bute level but also at area level.

3.5 The plans and Argyll and Bute level and area level need to be capable of measurement and included in performance management reporting and in a way that uses existing data/systems rather than creating any additional unnecessary bureaucracy. Within these parameters the community plan outcomes need to be SMART. There needs to be clarity around the relevant success measure and how each partners contribution will be measured and the frequency of this measurement and reporting. The diagram below sets out the approach discussed.



- 3.6 In order to take forward the above the undernoted matrix provides for a staged approach to developing an integrated approach to planning/prioritisation, performance management and financial management for the CPP. The matrix sets out 3 levels of development for planning/prioritisation, performance management and financial management with an assessment of where we are at present for that level and which stage we could develop that level further as part of a project.

Planning & Prioritisation	Performance Management	Financial Management
A Agreed outcomes that are prioritised, evidenced based common and shared. Now – part Stage 1	B Reporting of performance information Now – part Stage 1	C Global reporting of financial information Now – No Stage 1
D Agreed outcomes are SMART Now – part Stage 1	E Analysis of performance information and identification of areas for improvement Now - No Stage 1	F Alignment of budget and financial information with outcomes and performance information Now – No Stage 2
G Plans/priorities/outcomes that are influenced by performance and financial information Now – No Stage 3	H Performance information that is influenced by plans/priorities/outcomes and financial information Now – No Stage 3	I Financial information that is influenced by plans/priorities/outcomes and financial information Now – No Stage 3

Integrated planning/prioritisation, performance management and financial management to support decision making.

- 3.7 The overall approach outlined in the diagram and matrix is proposed as the way forward for developing the new community plan and progressing with outcome planning. To take forward the actions required arising from adoption of the approach proposed in the matrix above will require a 3 stage project.
- Stage 1 - Complete boxes A, B, C, D and E.
 - Stage 2 - Complete box F.
 - Stage 3 – Complete boxes G, H and I.
- 3.8 If this proposal is approved Stage 1 will be taken forward now and the

approach to taking forward stage 1 is noted below. Once stage 1 is complete it will be reviewed and reported back to the Management Committee with consideration given as to how best to take forward stage 2. Once stage 2 is complete it will be reviewed and reported back to the Management Committee with consideration given as to how best to take forward stage 3.

Proposed Approach to Stage 1

- 3.9 Developing the community plan based on the model outlined above will address issues about plans being evidence based and shared and will also recognise the parent organisation context. It will allow SMARTer plans to be developed and will be clear about the contribution and performance of each partner. The community plan will be developed on both a top down and bottom up basis. Top down input will come from review of the national outcomes and analysis of key data for Argyll and Bute. Bottom up input will come from partners identifying input to the community plan based on the requirements of their parent organisation plans. An action would be developed for each outcome and partner to show their contribution. Engagement with communities will also be an essential step in developing the new community plan.
- 3.10 There will be regular reporting against community plan outcomes and of each partners performance against their action plan for each community plan outcome. As part of regular reporting of performance information there would be analysis and identification of areas for improvement and explanatory narrative.
- 3.11 Financial information will be included in the community plan and reported with regular performance information on a global basis.
- 3.12 A lead person will be identified by Police, Fire, NHS, HIE and Council to coordinate and take forward their input. The Council will appoint someone to lead the overall project.
- 3.13 It is proposed to manage this as a separate stand alone project. The lead person will be the project manager. The lead persons from each partner will be the project team. A project initiation document (PID) will be prepared to outline project purpose and objectives, a project plan, risk and resources required. The project will be monitored through the CPP Executive Sub Group and with reports to each meeting of the Management Committee.
- 3.14 The timeline for stage 1 is to get this in place for this update of the community plan as a trial/first step and see how the community plan develops in response to creation of national police and fire services, health and social care integration and changes to the Council's corporate plan.

Developing The New Community Plan

- 3.15 Taking the above approach as discussed at the meeting and looking at how this impacts on the need to revise the current community plan gives rise to the

following timescale/approach.

3.16 The timescale and approach below would see:

- Approval of project and approach in August
- Data and information collection and analysis and merging this with partner plans to create an evidence base in period to September
- Draft options for community plan based on evidence base in September
- Review of results of data analysis/evidence base by CPP Management Committee in October
- Review of draft options for community plan by CPP Management Committee in October
- Consideration of community plan evidence base and draft community plan by full partnership and partners in November.
- Agree consultation/engagement on evidence base and draft community plan in November.
- Carry out consultation and engagement on evidence base and draft community plan during December to January (February).
- Analysis of feedback from consultation/engagement by CPP Management Committee in February.
- Feedback report and revised draft community plan presented for approval by full partnership in March.

3.17 The table below sets out the timescale showing the activities underway each month. Appendix 1 shows a slightly different presentation.

Month	Activities	
August	Data and information collection (national outcomes, data	Approval of project and approach in August
September	analysis/evidence, partner plans) and analysis and merging this with partner plans to create an evidence base in period to September	Draft options for community plan based on evidence base in September
October	Review of results of data analysis/evidence base by CPP Management Committee in October Review of draft options for community plan by CPP Management Committee in October	
November	Agree consultation/engagement on evidence base and draft community plan in November.	
December	Carry out consultation	

	December to January (February).	consultation/ engagement by CPP Management Committee in February.	revised draft community plan presented for approval by full partnership in March.
March			

- 3.18 The first stage in revising the community plan will be establishing the evidence base/carrying out a needs analysis. This will be required even if a different approach to that outlined above is agreed. There is a separate report to the Management Committee outlining how it is proposed to take this aspect forward and reporting on work that has already been carried out to support that.

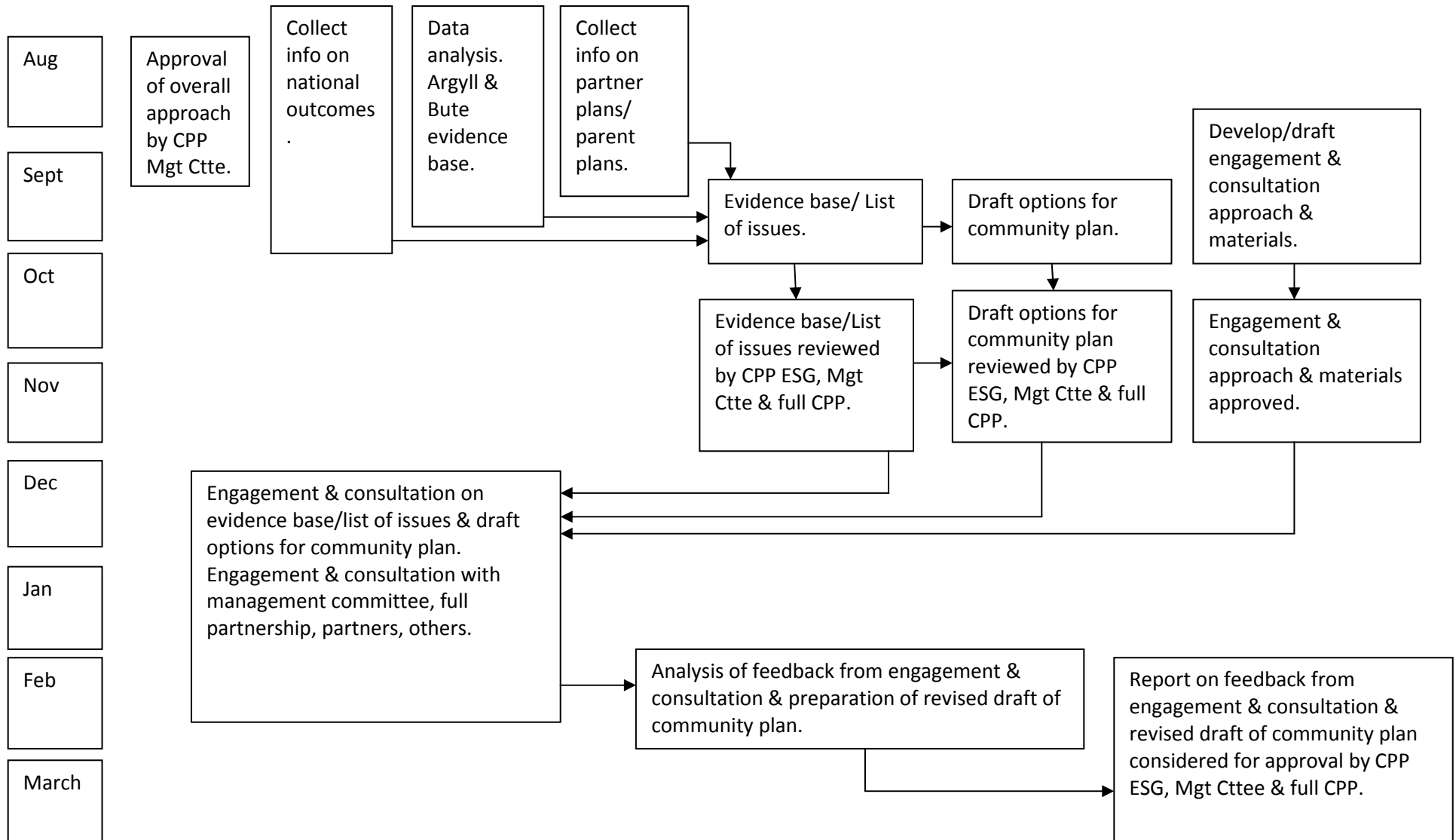
4 CONCLUSION

- 4.1 This reported sets out proposals for the Management Committee to consider in relation to developing a more integrated approach to the community plan and how it is performance managed that takes account of the findings from the pilot work carried out by the Improvement Service. The report sets out how stage 1 of the proposed project should be taken forward and also outlines the approach to revising the community plan.

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APPROACH FOR COMMUNITY PLAN DEVELOPMENT – APPENDIX 1



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Argyll and Bute Community Planning Partnership**Management Committee**
Date: 22nd August 2012

New Community Plan - Developing The Evidence Base & Needs Analysis

1. SUMMARY

- 1.1** The current Community Plan / SOA will end in March 2013. This paper sets out the initial stages required for the development of the next Community Plan / SOA.

2. RECOMMENDATIONS

- 2.1** The Management Committee approves the approach to establishing the evidence base and needs analysis for the new community plan as outlined in this report.
- 2.2** The Management Committee approves deadline for returning the initial evidence gathering forms.
- 2.3** The Management Committee approves the approach to analysis of the current community plan/SOA and national outcomes and agrees that thematic leads/partners support this exercise.

3. DETAIL**Introduction**

- 3.1** As part of developing the new community plan it is proposed to undertake a needs analysis and establish a sound evidence base. This is essential in order that there is a clear rationale for the outcomes and priorities included in the new community plan. It is proposed to take this forward in 2 ways:
- A survey of partners.
 - Analysis of current community plan/SOA and national outcomes.
- 3.2** The information gathered from both the partner survey and analysis of current community plan/SOA and national outcomes will be analysed and refined into an overall evidence base with draft options for consideration by the CPP. Approval will be sought at the October Management Committee to put options out for consultation.
- 3.3** Timetable

Collect information on national outcomes	August / September
Data analysis – A&B evidence base	August / September
Collect information on partner plans / parent plans	August / September
Survey partners for their views and evidence to support them (Deadline for returns 22 nd September)	September
Develop and draft engagement and consultation approach and materials	September
Approval of evidence base	October
Draft options for Community Plan / SOA	October
Approval of draft options for consultation / engagement	October / November
Engagement and consultation on evidence base, issues/options for Community Plan / SOA	December / January
Review / consideration of feedback from consultation / engagement	February
Prepare draft of revised Community Plan / SOA	February / March
Approval of revised Community Plan / SOA	March

- 3.4** Proposals for the consultation and engagement activities will also be submitted for approval at the October Management Committee.

Survey of Partners

- 3.5** The purpose of the paper based evidence gathering exercise is to begin to define what the priorities for the Argyll and Bute Community Planning Partnership will be for the next Community Plan / SOA.

- 3.6** The information will initially be gathered under 5 broad headings.

- Children and young people
- Health and social care
- Housing and regeneration
- Community safety
- Economic development

These heading are to enable us to gather and manage the information they do not represent any agreed final themes. Once all the information is gathered and analysed there will be further consultation on what the key themes for the new plan should be.

- 3.7** Each form asks for partners to provide opinions on what they believe to be priority issues and key factors relating to the 5 broad headings.

- 3.8** Partners are also asked to provide evidence to support their views. Evidence can be from a number of sources including official

statistics, currently collected local success measures or additional information provided by partners which may be quantitative or qualitative.

- 3.9 The paper based evidence gathering exercise will commence on approval from the Management Committee. All partners will be emailed the forms and asked to return by the agreed deadline.
- 3.10 Argyll and Bute Councils' Improvement and Organisational Development team will analysis of information and report back to Management Committee in October.

Analysis of current community plan/SOA and national outcomes

- 3.11 The approach taken to progress the development of the new community plan / SOA in conjunction with evidenced-based needs is outlined in Appendix 1. This work has already commenced and Appendix 1 also indicates the progress made as of 31 July 2012.
- 3.12 Content from the current SOA has been extracted and entered into an Access database to facilitate analysis. The success measures have been related to the Scottish Government's National Outcomes on the basis of:
 - How the plan relates its themes (Economy; Environment; Social Affairs; Third Sector and Communities) to the Scottish Government's National Outcomes.
 - A desktop exercise that has related the individual success measures in the SOA / Community Plan to the most relevant National Outcomes. This has been carried out independently of the relationships described in the plan.
- 3.13 By relating the success measures in the current SOA to the National Outcomes, this has allows us to :
 - Identify areas where data is already collected to supplement a high level needs analysis, using the common framework of the Scottish Government's National Outcomes. This directly contributes to the needs analysis that will influence the development of the next community plan / SOA.
 - Identify mismatches between the contents of the SOA and the National Outcomes. These mismatches may have occurred because:
 - A National Outcome is not represented in the current SOA at all
 - Indicators / success measures may not directly match to any of the National Outcomes
 - Indicators / success measures may relate to National Outcomes with which they have not been associated in the current plan.

- 3.14** The identification of mismatches as described above is coincidental to the needs analysis. However, it is a useful, and complementary, exercise as it allows a 'sense check' of the content of the current SOA, and provides a starting point for discussion about new indicators.
- 3.15** In parallel to this current work, the initial phase of the needs analysis has been carried out. This involved reviewing the Menu of Local Indicators, and putting together data and commentary on a National Outcome-by-National Outcome basis. A commentary against the individual indicators has been prepared to suggest how Argyll and Bute compares with Scottish averages.
- 3.16** The next steps in carrying out the needs analysis are to:
- Provide an overview for each National Outcome, on the basis of the Menu of Local Outcome Indicator data. This will be a higher level commentary than that provided on an indicator-by-indicator basis
 - Decide which of the Menu indicators provide useful information about Argyll and Bute with a view to discarding those which appear to be superfluous.
 - Use the current work to:
 - integrate the Argyll and Bute success measures for which data is already collected into the needs analysis, adding these to the information profiles based on the Menu of Local Outcome Indicators.
 - Enable consideration of how these additional indicators, and our associated performance, suggest areas of greatest need / priorities for action. This will directly link needs analysis to performance management, highlighting priority areas with low levels of performance over low priority areas or high priority areas with high levels of performance.
- 3.17** As part of the agreement of needs and priorities, feedback will be needed from leaders of thematic groups / partners on:
- Whether the analysis has accurately captured the relevance of the current success measures to the National Outcomes
 - Whether the priorities identified on the basis of need are those that have been identified through other channels (e.g. via consultation with partners).
- 3.18** Once complete this stage will be reviewed and considered along with the survey of partners.

4. CONCLUSION

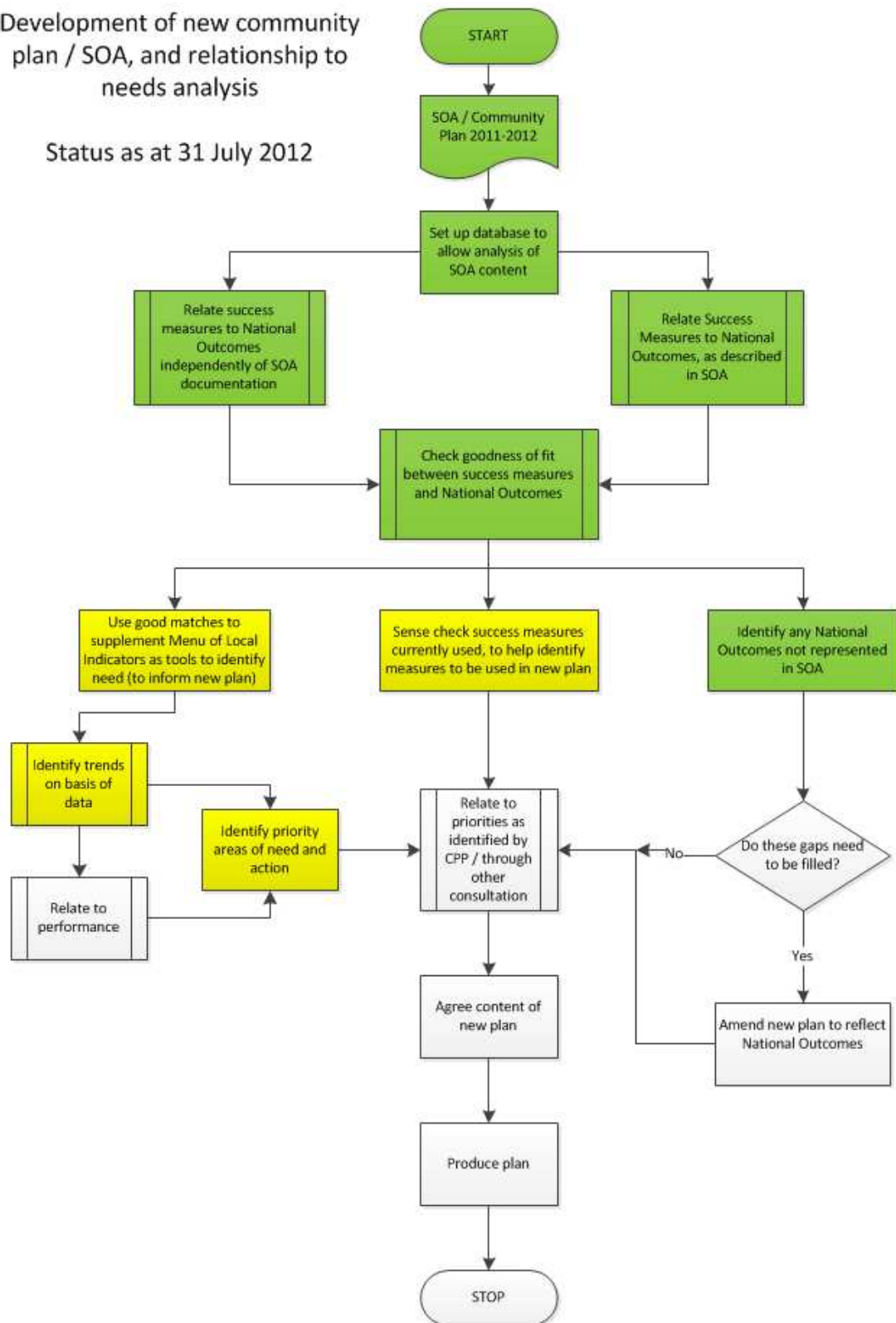
- 4.1** This approach is designed to enable us to gather information from all partners over a short period of time. The timeline above will be challenging but if adhered to will result in the new Community Plan / SOA being in place for the beginning of April 2013.

For further information contact: Eileen Wilson
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Chris Carr
Chris.carr@Argyll-bute.gov.uk

Telephone Eileen 01436 658726
Chris 01546 604260

Development of new community plan / SOA, and relationship to needs analysis

Status as at 31 July 2012



Key

Completed

In progress

To do

**Argyll and Bute Community Planning
Partnership Management Committee**

**Management Committee
22 August 2012**

Future Governance Arrangements for the CPP

1 SUMMARY

- 1.1 This report outlines a proposal to consider future governance of the CPP as the CPP goes through the process of developing a new community plan. It also sets out proposals on ongoing monitoring of the theme scorecards/SOA for the remainder of the current financial year.

2 RECOMENDATIONS

- 2.1 The Management Committee agree that a paper on options for revised governance arrangements be brought to the October meeting of the Management Committee.
- 2.2 The Management Committee agree that theme leads monitor performance against thematic scorecards/SOA for the remainder of the year and report directly to the Management Committee with no further meeting of the Thematic Groups taking place this financial year.

3 DETAIL

- 3.1 The current governance arrangements for the community planning partnership are as follows:
- Full partnership
 - Management Committee
 - Thematic Groups
 - Local Area Community Planning Groups

In addition there is an informal Executive Sub Group comprising the chief officers in Police, Fire, NHS and Council which meets to discuss common areas of interest and joint working across these 4 public sector partners.

- 3.2 The Council has recently considered its own political management arrangements and the recommendations arising from that which are relevant to the CPP have been covered in other reports to this meeting of the Management Committee. Nationally there is the review of community planning and Community Empowerment and Renewal Bill. Locally the community plan requires to review and updating. Taking all of these factors into account it the CPP should consider the future governance arrangements that will best support the CPP going forward.
- 3.3 The Full Partnership will remain as the overall governing body for the CPP.

The review of governance may wish to consider the business carried out at the Full Partnership and the terms of reference, remit and business conducted at other subsidiary bodies eg management committee and area community planning groups etc.

- 3.4 It is also envisaged there will be an ongoing role for the Management Committee or a body to fulfil a similar function. The key issue perhaps being the terms of reference and remit and relationship with the Full Partnership and informal Executive Sub Group.
- 3.5 The Thematic Groups are largely influenced by the current community plan. Giving the review of the community plan it would be worthwhile considering the role of any theme based groups along with the development of the community plan.
- 3.6 Currently the Thematic Groups monitor progress and performance against the SOA. There will be a requirement to ensure this function continues throughout the remainder of the current financial year however this need not be carried out by the Thematic Groups. Pending the review of governance and development of the new community plan it is proposed that monitoring performance of themes and SOA is carried out by the theme leads who will report performance to the Management Committee until March 2013.
- 3.7 Given the geography of Argyll and Bute it is considered that the CPP will continue to wish to engage with local communities on an area basis. On that basis it is envisaged that the Area Community Planning Groups will be retained although the review of governance may consider the terms of reference and remit for these groups.

4 CONCLUSION

- 4.1 The paragraphs above set out a number of issues for the Management Committee to consider as part of any review of governance. No specific proposals on future governance are made at this stage. The main proposal is for the Management Committee to give authority for a more detailed paper on future governance options and arrangements to be prepared taking account of the issues raised in this report. This options paper would be brought to the October meeting of the Management Committee for consideration before submission to the Full Partnership in November.
- 4.2 It is also proposed that theme leads monitoring performance against theme scorecards and SOA and report directly to the Management Committee rather than Thematic Group for the remainder of this financial year. There would be no need for further meetings of thematic groups this financial year.

For further information contact: Bruce West, Head of Strategic Finance, Argyll and Bute Council

Telephone 01546 604151

**Argyll and Bute Community Planning
Partnership**

Management Committee
Date: 22nd August 2012



Title: Lead-in schedule for CPP meetings

1. SUMMARY

- 1.1** This report sets out the programme of CPP partnership and management committee meetings for the remainder of 2012 and the key dates in developing the agenda for each meeting.

2. RECOMMENDATIONS

- 2.1** The Management Committee notes the programme of meetings and key deadlines.
- 2.2** The Management Committee notes when the draft agenda will be finalised.
- 2.3** Dates for the briefings are confirmed as soon as possible.

3. DETAIL

- 3.1** Please see the attached programme of CPP management committee and full partnership meetings for the remainder of 2012. The Appendix outlines the key dates in preparing the agenda for each meeting.
- 3.2** Dates for briefings have been circulated but still need to be confirmed. This should happen as soon as possible.

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APPENDIX – CPP MEETINGS 2012**Timeline/lead-in for October CPP Management Committee meeting**

Week 1	22 nd August	Draft agenda
	27 th August	Draft agenda reviewed by CE DMT (issue 22 nd August)
Week 2		
Week 3	3 rd September	Draft agenda at SMT for info (issue 29 th August)
	5 th September	Confirm agenda
Week 4	12 th September	1 st call for papers
Week 5	19 th September	2 nd call for papers
Week 6	24 th September	CE DMT review near final pack of papers
	26 th September	Deadline for papers
	27 th September (TBC)	Briefing
Week 7	3 rd October	Papers issued
Week 8	10 th October	Management Committee

Timeline/lead-in for November CPP Full Partnership meeting

Week 1	17 th October	Draft agenda
	22 nd October	Draft agenda reviewed by CE DMT (issue 17 th October)
Week 2		
Week 3	29 th October	Draft agenda at SMT for info (issue 24 th October)
	30 th October	Confirm agenda
	31 st October	1 st call for papers
Week 4	7 th November	2 nd call for papers
	12 th November (TBC)	Briefing
Week 5	14 th November	Deadline for papers
Week 6	19 th November	CE DMT review final pack of papers
	21 st November	Papers issued
Week 7	28 th November	Full partnership

Timeline/lead-in for December CPP Management Committee meeting

Week 1	31 st October	Draft agenda
	5 th November	Draft agenda reviewed by CE DMT (issue 31 st October)
Week 2		
Week 3	12 th November	Draft agenda at SMT for info (issue 7 th November)
	13 th November	Confirm agenda
	14 th November	1 st call for papers
Week 4	21 st November	2 nd call for papers
Week 5	28 th November	Deadline for papers
	28 th November (TBC)	Briefing
Week 6	3 rd December	CE DMT review near final pack of papers
	5 th December	Papers issued
Week 7	12 th December	Management Committee

**Argyll and Bute Community Planning
Partnership**

Management Committee
Date: 22nd August 2012



Title: Dates for Area Community Planning Group Meetings

1. SUMMARY

- 1.1** This report provides the Management Committee with information regarding recommendations from the Council about frequency, proposed meeting cycles and renaming Local Area Community Planning Groups.

2. RECOMMENDATIONS

- 2.1** The Management Committee approve the proposals on:
Renaming to Area Community Planning Groups
Frequency and proposed meeting dates
Holding area fora in November each year commencing with November 2012

3. BACKGROUND

- 3.1** The Council has been considering it's Political Management Arrangements and putting in place a meeting programme to facilitate effective decision making. As part of it's consideration of such matters the Council has also considered frequency and scheduling of meetings of Local Area Community Planning Groups, of which of which the Council is a core Member. The Council has also considered the title of these groups as is proposing a change to this.
- 3.2** The Council is proposing the title of these groups is amended from Local Area Community Planning Groups to "area" Community Planning Groups so they become:
Bute and Cowal Community Planning Group
Helensburgh and Lomond Community Planning Group
Mid Argyll, Kintyre and Islay Community Planning Group
Oban, Lorn and Isles Community Planning Group
- 3.3** The Council has agreed that Area Community Planning Groups shall, subject to the agreement of partners, meet quarterly in March, June, September and December, in the afternoon of the first Tuesday of the relevant month in Bute and Cowal, the afternoon of the first Wednesday of the relevant month in MAKI, the afternoon of the second Tuesday of the relevant month in Helensburgh Lomond, and the afternoon of the second Wednesday of the relevant month in OLI.

- 3.4** If the Management Committee is in agreement with this meeting schedule it would mean that Local Area Community Planning Groups would meet on the following dates for the remainder of 2012:

Bute & Cowal	afternoon of Tuesday 4 th September 2012
	afternoon of Tuesday 4 th December 2012
MAKI	afternoon of Wednesday 5 th September 2012
	afternoon of Wednesday 5 th December 2012
H'burgh/Lomond	afternoon of Tuesday 11 th September 2012
	afternoon of Tuesday 11 th December 2012
OLI	afternoon of Wednesday 12 th September 2012
	afternoon of Wednesday 12 th December 2012.

- 3.5** When considering the role of community planning at a local level as part of its review of political management arrangements the Council also decided subject to agreement and support of community planning partners to hold an area forum in each area annually in November. It was envisaged these would be similar to the former forward together events. Community planning partners are asked to endorse this approach. Subject to this endorsement the Council will work with partners to develop a programme of meetings for November 2012.

4. CONCLUSION

- 4.1** The Council have agreed a series of meeting dates to facilitate effective decision making within their own and partnership structures and are asking the Community Planning Partnership to agree the dates detailed above to enable the work of Area Community Planning Groups to continue to move forward effectively. Agreement will enable dates to be circulated timeously to facilitate proactive involvement by all partners in compiling agendas. It is anticipated that dates for meetings of Area Community Planning Groups for 2013 will be considered for agreement by the Management Committee at their meeting in December 2012.

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

Telephone 01369 707134

Argyll and Bute Community Planning Partnership**Management Committee**
Date: 22nd August 2012

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 March and June 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.
- 3.2** The June MAKI meeting had extensive and useful updates provided by a number of core partners and organisations, and also noted work being progressed in developing a proposed Islands Forum. Both meetings were conducted by Video Conference across 3 locations, which allowed community representatives from Islay, Campbeltown and Mid Argyll to participate in the debate, however technical difficulties with the equipment caused significant frustration for many attendees and a request has been made to consider alternative IT solutions, including the Council's Lync system.
- 3.3** Bute and Cowal's June meeting had a focus on Reshaping Older People's Services, and addressed a number of issues raised by the Caucus of Community Councils regarding public entertainment licences and roads issues. Useful updates were also provided by a good number of attending core partners.
- 3.5** The Oban, Lorn and the Isles meeting in June focussed on updates on service delivery and development issues from core partners and on the future focus for the group, resulting in a sub group being tasked with considering ways to improve community involvement and engagement with the group itself and with existing community planning structures across the OLI area. This sub group has had it's first meeting and will be bringing an initial report to the next

meeting of the LACPG.

- 3.6 The June meeting of the Helensburgh Lomond Group was a very well attended one with excellent information being discussed in regards the implications of Reshaping Older Peoples' Services in the area and a very informative update from the MOD on the Maritime Change Programme currently underway at the Faslane Naval Base.
- 3.7 Agendas are now being formulated for the next round of meetings, items which are common to each area will include consideration of population projection information and further work on Reshaping Older People's Services.

4. CONCLUSION

- 4.1 Recent local community planning 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. 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

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Argyll and Bute Community Planning Partnership**Management Committee**
Date: 22nd August 2012

Title: Community Planning Partnership Nominations to Council Performance Review and Scrutiny Committee

1. SUMMARY

- 1.1** This report provides the Management Committee with information regarding recent decisions of the Council in regard to the Council's Political Management Arrangements, and invites the CPP to appoint nominees to serve on the Performance Review and Scrutiny Committee.

2. RECOMMENDATIONS

- 2.1** That the Management Committee note the decision of the Council to put in place a Performance Review and Scrutiny Committee and appoint 3 CPP partner nominees to serve on it.

3. BACKGROUND

- 3.1** Argyll and Bute Council has been considering its Political Management Arrangements and putting in place a governance framework to support effective and efficient decision making. As part of that process the Council has agreed to form a Performance Review and Scrutiny Committee, whose remit will be as follows:

Performance Review

(1) Reviewing performance when viewed against policy objectives arising from:

- a) The Planning and Performance Management Framework and the quarterly performance reports to committee.
- b) External inspection reports e.g. School Inspections.
- c) The Community Planning Partnership and other major partnership projects.
- d) Specific performance reports requested by the committee.
- e) Ad hoc performance reports presented to the Committee by Chief Officials.
- f) Any other reports of a performance-related nature.

(2) Making recommendation to the Council on performance matters in relation to (1) above.

Scrutiny

- (1)** Monitoring the delivery of corporate improvement programmes

and ensuring that they are progressing in line with corporate aims and objectives. Reporting findings and recommendations to the Council.

(2) Commenting on decisions and policies agreed by the Council and other committees and the impact they have on Argyll and Bute as an area, and making recommendations as appropriate to the Council.

(3) Inviting Council members to attend and elaborate on Council decisions or proposals.

The Council agreed this remit for the Committee and further agreed that membership of the Committee would comprise 11 Members, 3 of whom will be CPP Partner nominees.

- 3.2** Accordingly, the Management Committee is invited to nominate 3 partner nominees to the Council to serve on the Performance Review and Scrutiny Committee.

4. CONCLUSION

- 4.1** The Council have agreed their Political Management arrangements, including provision of a Performance Review and Scrutiny Committee, and have further agreed that 3 of the Members of that Committee should be CPP Partner nominees. The Management Committee is invited to make those 3 nominations at this time to enable the composition of the Committee to be finalised and first meeting called.

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